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ABSTRACT

Volume 2 comprises the appendices to the study reported in Volume 1. The following textual material is presented: (1) background material for the first regional meeting on reference referral in the state of California; (2) minutes and participation lists from the seven focus group meetings held from March 27 through April 23, 1986; (3) summaries of the regional meetings held in Cerritos on May 28, 1986, and in Oakland on May 30, 1986, including agenda, models, general summary of ranked functions, list of trade-offs, and participation lists; (4) sample survey questionnaires concerning Current Reference Center/BARC/SCAN (Parts 1-3) and Host/Potential Hosts (Parts 1 and 2); (5) a list of key meetings and key materials; and (6) selected press coverage. (KM)

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A STUDY OF REFERENCE REFERRAL & SUPER REFERENCE IN CALIFORNIA

VOLUME II: APPENDIX

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A Study of Reference Referral and Super Reference in California

VOLUME II: APPENDICES

Barbara M. Robinson

Consultant to the California State Library

June 1986

Contract Number: SL-38

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APPENDICES

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Appendix 1:

Working Paper:

"Background Material for Regional Meeting #1 on Reference Referral in the State of California"

Background Material for

Regional Meeting #1 on

Reference Referral in the State of California

Prepared by

Barbara M. Robinson
Consultant to the California State Library

Revision #4

May 14, 1986

Background to the Problem

Over the last twenty years, BARC and SCAN have provided a reference resource of last resort. Questions that could not be answered by the staff at the local public library, or by the staff at the local public library's reference center, have been referred to BARC and SCAN. Last year, reference librarians at the system level turned to BARC and SCAN for help in answering approximately 4,000 of the 35 million questions asked of the staff at a local library in California (Note: BARC and SCAN calculate the number of questions at 5,500, which is a function of their analysis of the referred question, which often is a question nested inside another question).

The systems turn to BARC and SCAN to meet the California Library Services Board's requirement that 90% of questions received by each system from their local library members must be answered, of which 70% must be answered within 10 days. The California State Library (CSL) has been using LSCA money to subsidize all of BARC's and SCAN's services. Last year their combined budget request to the State Library exceeded $1 million; they received $900,000. BARC's and SCAN's operating budgets have declined in real terms since 1981 and the number of staff has shrunk accordingly.

BARC and SCAN are located in two of the largest public library collections in the state -- San Francisco Public Library (SFPL) and Los Angeles Public Library (LAPL) -- and are part of the reference referral network in California. Los Angeles Public Library has over 5.5 million volumes and San Francisco Public Library has over 1.5 million volumes. The perception has been that BARC and SCAN answer questions that need the size and sophistication of the LA and SF collections and the expert assistance of the BARC and SCAN staffs.

The BARC and SCAN reference staffs are experienced reference librarians with subject expertise, who know their host collection extremely well. They have worked as reference librarians at either SFPL or LAPL before joining BARC and SCAN. They are consequently well equipped to provide "super reference" service (See definition of the term below).

But not all the questions that are referred to BARC and SCAN are complex and require "super reference" resources. There are several reasons why this is so. First, what is considered complex by one local library or one system reference center may be considered either as easy, medium, or hard-but-manageable by another reference resource. Making this determination is a matter of professional judgment. Secondly, since there is a wide range in the quality of reference resources across the state, both at the local and system level, there is bound to be variation in the types of questions that are referred. BARC and SCAN provide a way of offsetting local variation.

Thirdly, another factor that enters into the ability to answer questions is the amount of time available to the staff at the reference desk. Often the load is so heavy that they do not have the time to answer questions expeditiously. Rather than cause a bottleneck in getting an answer to the patron by putting the question aside because of time constraints, the reference staff

may choose to refer the question to the system reference center, who may choose to refer the question to either BARC, or SCAN, in hopes that an answer will be provided more quickly as a result of the referral. In this scenario BARC and SCAN provide an extra pair of hands, doing work that the 17 reference centers at the system might have been expected to do.

To enumerate, the systems refer questions onto BARC and SCAN for a variety of reasons, including the following:

- o they do not have the collection resources (e.g.,the reference collection and/or the general collection are too small, are not up to date, are not specialized enough);
- o they do not have the staff expertise (the collection may have it, but the staff cannot find it, or they do not know how to approach the search), or
- o they do not have the time required to answer the question.

Over the years the public library community has also come to rely on BARC and SCAN to set the tone for quality reference and to provide visibility and "leadership" for performing the reference function at the local and system level. Some of their functions, which were perceived by many practitioners as enhancing their own reference capabilities at the local and system level, have been cut back, including education and training and the development of specialized resources.

Why The Study Is Being Conducted

For a variety of reasons, the State Library has raised the question about the cost effectiveness of BARC and SCAN. Some of the reasons are as follows:

- o The State Library has been supporting BARC and SCAN for nearly twenty years using soft (i.e., unpredictable) money from Titles I and III of the Library Services and Construction Act (LSCA);
- o The grants to the San Francisco Public Library (SFPL) for BARC and to the Los Angeles Public Library (LAPL) for SCAN, total $900,000 combined for FY 1986, which constitutes a significant fraction of California's total LSCA funds.
- o Despite the fact that BARC and SCAN have cut back on staff and services, it is anticipated that together they will request over one million dollars in FY 1987, in order to cover the salary increases that SFPL and LAPL staff will receive (BARC and SCAN staff are employees of SFPL and LAPL respectively).

- o LSCA requires that the LSCA funds be used for demonstration grants (short term) for library cooperation, not for ongoing support (long term). For years, CSL has deviated from the intent of the Act by providing ongoing funding to BARC and SCAN.
- o The State Library needs to spend the LSCA funds that have been tied up by BARC and SCAN on new programs as the act intended.

- o The uncertainty of LSCA funding, which libraries have been living with for many years, is being compounded by the threat of budget cuts by federal agencies responding to the requirements of the Gramm-Rudman Act. It is not certain to what extent LSCA will be cut overall.

- o This year the State Library has already lost $620,000 or 4.3% of the FY 1985-6 LSCA appropriation. This uncertainty adds to the necessity of not using LSCA funds to support ongoing programs.

- o According to the State Library there is no likelihood, in the foreseeable future, that two or more statewide reference centers will be funded under the provisions of Article 6 of CLSA.

Given the uncertainty of receiving LSCA money in light of the Gramm-Rudman Act, and given the fact that LSCA money is intended to be used for demonstration grants, not for ongoing programs, the State Librarian asked a member of his staff to prepare a report on the issues "relating to the use of LSCA funds in support of third level reference referral," i.e., BARC and SCAN, and make recommendations about what should be done with these organizations.

While it is difficult for many reference staff at the local and System level to envision operating without the guidance and assistance of BARC and SCAN, it is realistic for the State Library to recognize that LSCA funds are in jeopardy and to plan accordingly. At a time when the Gramm-Rudman Act is beginning to cut deeply into federal programs, it would be imprudent to rely on LSCA for ongoing support for either BARC and SCAN, or the Systems. The question then is how to underwrite the cost of those selected reference functions which have been associated with BARC and SCAN and which are viewed as a top priority by the public library community.

The Original Mission of this Study

The original request for proposal from the California State Library (January 1986) asked for answers to the question: **what is the most cost effective and efficient way to make available the services now provided by BARC and SCAN?** The State Library was asking whether the cost of supporting BARC and SCAN, i.e., committing $900,000 of LSCA funds, could be justified given the fact that BARC and SCAN receive 4,000 questions referred to them by the local libraries through their fifteen Systems. 4,000 questions represent only .00013, or one hundredth of one percent, of the 35 million questions answered annually by the public libraries in California. The unit cost of delivering question-answering assistance and other BARC and SCAN services are not known, however, because the cost of each of their functions has not been analyzed.

Since BARC and SCAN are perceived by many practitioners as a major component of reference referral in the State, it is not surprising that the public library community was upset to learn that the State Library was questioning the cost effectiveness of BARC and SCAN at the same time that it appeared to have made a decision to dismantle them. "The Staff Report on Third Level Reference," (August 13, 1985) examined the question of the cost of reference referral using BARC and SCAN, and made the following recommendations: the two institutions should be phased out after FY 1985-6 and BARC and SCAN staffs absorbed back into the staffs of the San Francisco and Los Angeles Public Libraries.

In a cover memo that accompanied the report, Gary E. Strong, State Librarian, requested that the report's findings and conclusions be "...a starting point for a process that will allow for thoughtful consideration and the broadest possible input before any final decisions are made." He went on to say:

> "It is apparent that the process may result in a redefinition of the roles of the Los Angeles and San Francisco Public Libraries in relation to system level reference centers. I also expect other alternatives to established patterns of reference referral to emerge. "

There appears to have been a lack of commonly shared information or understanding about the issue. Furthermore, since the State Library's staff report did not provide alternatives to delivering BARC and SCAN services, the public library community was faced with the prospect of being left empty handed without a fall back. It is therefore not surprising that the State Library received over a hundred letters praising BARC and SCAN, or that so many librarians attended the two State-sponsored hearings in the North and the South, or that there were over 175 respondents to a State Library-developed questionnaire which asked for feedback on BARC and SCAN services. Two factors are apparent based on a reading of the transcripts from the two regional meetings. First, that the Sate Librarian was trying to deal responsibly with the potential loss of LSCA funding by asking the library community to work with him to examine options. And second, that many members of the public library community were operating without a complete awareness of the financial and political climate.

Based on the findings of the study to date, the Advisory Committee and the State Library perceive that the underlying issue is philosophical:

> **Does the public library community want to insure that patrons across the state have access to a specified quality of reference service regardless of variations in local reference resources? If so, to what degree and how will the service be funded?**

Restatement of the Mission of the Study

The Advisory Committee and the State Library have also restated the mission of the study, as follows: **to determine whether and to what extent public libraries in California are willing to reallocate state and local funds to support reference referral functions, such as those services that have been performed by BARC and SCAN (with LSCA subsidy) in the past,**

As is evident from this restatement, the problem to be addressed by this study has broadened to include an examination of the reference referral process in California. Therefore both the activities of BARC and SCAN and of the system reference centers must be examined. Furthermore, the resolution of the problem is based on a more clearly stated set of operating assumptions, which read as follows:

> **If there are no LSCA funds and no <u>new</u> CLSA funds for the provision of two or more statewide reference centers, will public libraries in California agree to reallocate existing state and local money to support reference referral functions, such as those services which have been performed by BARC and SCAN and have been subsidized by LSCA? If so, which functions/services are public librarians willing to support by reallocating existing state and local funds?**

If this restatement comes closer to expressing the nature of the problem and the nature of the task at hand, there are a number of important steps which must be accomplished in order to make it possible for the public library community to arrive at some answers.

Steps Needed to Clarify and Resolve the Problem

The steps needed to arrive at clarification and, hopefully, resolution of the issues, at least in the short term, are as follows:

- o draft, develop, and disseminate definitions relating to reference referral which help to provide a common vocabulary for discussing the issues.
- o identify what the reference functions are that BARC and SCAN perform;
- o determine who benefits directly or indirectly from each of these functions;
- o rank the functions in order of perceived value, based on consensus gained from the key stake holders;
- o calculate the current cost of each of BARC and SCAN's functions and services;
- o compare the cost of those services performed by the systems that are comparable to BARC and SCAN, in order to determine the relative cost differential between the Systems and BARC and SCAN.
- o estimate the cost effectiveness of obtaining these functions from a variety of sources, including the system reference centers, information brokers, trainers, publishers, and other service providers both in publicly-funded institutions, and in the market place;
- o develop several models for performing the functions which reflect the agreed-upon ranking of reference functions;
- o cost each model;
- o determine which model(s) are the most cost effective and efficient, and which the most politically feasible in the short term, vs. the long term; and
- o calculate what would be lost and what gained by using different types of resources, both in dollar terms and in qualitative terms.

If BARC and SCAN are considered to be so important that local and state funds should be reallocated to support these functions in the short term, the public library community will need to work with the State Library and the California Library Services Board that administers the CLSA funds. If the functions are so important in the long term that they should be institutionalized within the State without relying on soft federal funds then the public library community will have to work with the State Library to build a funding base within the state.

The Need for Definitions of Reference Functions and Terms

The following functions and terms have been put forward in the seven regional focus group meetings. They have helped to provide a common frame work and a common vocabulary for discussion by key players in the State. There has been an effort to substitute terminology which described organizational structure, such as "third level reference," with terms that are not tied to any given structure, but rather to a level of service, such as 'super reference."

Definition of Functions:

There are four major functions associated with reference referral. They are question answering, providing education and training, providing quality control, and developing specialized resources. Each is defined below:

Question Answering (usually referred to as Reference): Requires the use of: (1) an up-to-date collection which includes a reference collection and a general collection and (2) the services of a trained librarian who serves as a mediator between the patron and the collection. There are four levels of question answering. They are, as follows:

Definitions of Levels of Question Answering Service:

There are four levels of question answering: garden variety, state-of-the-practice, advanced state-of-the-practice, and super reference. Each is defined below.

Garden Variety Reference: Staff with some reference training provide answer using a small reference collection (e.g., almanac, encyclopedia, unabridged dictionary). No data base searching and probably no long distance telephone inquiry are needed. (Note: if the garden variety reference is delivered by a branch library there may be telephone access to higher level reference resource--comment from Oakland focus group).

State-of-the-Practice Reference: Trained professionals provide answers by using a moderately-sized reference collection and a moderately-sized general collection (Sacramento group recommends deleting 200,000 - 250,000 volumes), and/or by searching commonly used data bases, and/or by making moderate use of a telephone (add per the suggestion of Sacramento group) for tapping outside expertise and resources.

Advanced-State-of-the-Practice Reference: Trained (Sacramento group suggests deleting "experienced" and adding "full-time reference") professionals provide answers to questions by using a very large reference and general collection which have depth as well as breadth and/or by accessing commonly held data bases, and/or by making moderate use of a telephone for inquiry, and/or by making extensive use of outside expertise and resources.

Super Reference: Trained, highly experienced (Sacramento group suggests adding "full-time reference") professionals with specialized subject expertise provide answers to questions by using a very large reference and general collection, or a very specialized reference collection, and/or by accessing specialized collections and specialized expertise, and/or by accessing specialized data bases as well as commonly used data bases, and/or by making extensive use of a telephone for inquiry.

Providing Education and Training: Includes formal and informal training, such as workshops on a given subject (e.g., business, legal, medical tools/techniques), on-site visits to see collections, as well as education at outside credit courses and the development of tools that can be used to educate individuals to improve their performance (e.g., reference manuals, articles on reference service).

Providing Quality Control: Involves either implicit or explicit performance standards relating to turn-around time, accuracy, completeness, and other variables. Implicit quality control suggests no formal standards for defining and measuring quality. Explicit quality control defines and measures quality (e.g., The CLSB's requirement that the System reference centers improve turn-around time by answering 70% of referred questions within 10 days.

Developing Specialized Resources: Involves two major activities (1) creation of finding tools, and (2) collection development.

(1) Creation of finding tools. These finding tools may be used only by the creator of the resource locally, or distributed to others. These tools are either a) by-products of the reference process, such as "info files," or b) specially compiled lists of facts and data such as those published in Scan Updates, BALIS' telephone list of foreign language speakers, the guide to subject collections that SCAN published a number of years ago, and BARC Notes, BARC's monthly newsletter. In either case, the time required to update these finding tools is likely to be very costly. (Sacramento group edited).

(2) Collection development. Questions that cannot be answered with in-house material may result in a purchase decision to buy an item so that the same, or similar question, can be answered more quickly next time using in-house materials. Collection development used in this context pertains primarily to the development of the reference collection, and secondarily to the development of subject collections in the general collection. (Sacramento group edited).

Definition of Terms:

In addition to the definitions of functions above, there are a number of basic terms which are used throughout this handout and need to be spelled out so that all discussants are working with the same vocabulary. They are, as follows:

Reference Referral: The referral of a user's question from one library to one or more other libraries/resources with the assumption that expert staff will be available to answer the question through the mediated use of the collection.

Reference functions: Includes four components (1) question answering resources (i.e., reference and general collections and reference staff expertise); (2) education and training of reference staff; (3) specialized resources; and (4) quality control.

Reference resources: Includes reference materials and reference expertise, as follows. Reference resources includes those materials which are housed in a designated reference area, such as reference books, as well as current and back runs of periodical titles, government documents, and the general collection. Also may include data base searching and telephone inquiry. Certainly includes the expertise of the reference staff particularly when the staff has subject expertise.

General Collection: Includes those materials which are not part of the reference collection, but which may be used to answer a reference question.

Statewide Reference Access: Defines the delivery of an agreed upon "equitable" level of reference service which is accessible to California library users, regardless of geographic location in the State, wealth of local jurisdiction, or size of library resources.

Reference Functions Currently Performed by BARC and SCAN

The four major functions performed by BARC and SCAN, as identified by the Select Committee and the State Library, are:

- o answer reference questions from the public, referred by the 17 system reference centers, by using the LA and SF public library resources (collections and staff), as well as specialized resources available to BARC and SCAN reference staff (e.g., specialized data bases, BARC and SCAN-developed "info-files," contacts in the library community (e.g., academic and special libraries) as well as in the broader population (e.g., companies, organizations, individual experts);

- o train and educate the reference staff at the system level as well as at the local level both formally and informally (e.g., by developing workshops in reference skills, in special subjects, by writing ar-

ticles in the BARC and SCAN newsletters, by acting as consultants in person or by telephone, as well as teaching by doing which involves providing an audit trail of the strategy used to answer each question so that others down the line can learn from their approach);

- o provide implicit quality control. Since there are no formal standards for measuring quality or even a definition of quality, BARC and SCAN are perceived as setting the highest professional standard for answering questions which provides a bench mark for the local public library and the system reference centers. Highlighted in the King study is the observation that BARC/SCAN staff provide role models for reference staff at the first and second levels which King suggests has resulted in improved reference performance at the lower levels.

- o develop specialized resources that make answering questions more efficient, (e.g., buying specialized materials, creating finding tools such as union lists, bibliographies, "info files" lists of facts such as Scannings).

BARC and SCAN perform these four major functions in varying degrees. In response to demand from the local and reference center libraries, and at the direction of the BARC and SCAN advisory boards, question answering has been their number one priority. Librarians at the local and regional level view BARC and SCAN as a way to guarantee that library patrons in California who are seeking answers to questions that their local public library and library system are unable to answer can get help. In other words, BARC and SCAN provide statewide access to the resources of the SF and LA public libraries (i.e., collections, reference staffs and specialized resources) as well as the reference staffs, reference resources that are part of BARC and SCAN (specialized data bases and telephone to access outside experts and resources) or the specialized resources that have been developed by them.

Two of the functions -- education and training, and developing specialized resources -- enhance the question-answering ability of the public libraries and the library systems, but BARC and SCAN have offered less of both as their budgets have declined. The quality control function is less tangible and therefore hard to evaluate. Nonetheless, the important point is that BARC and SCAN used to do much more than simply answer referred questions. Therefore the value of their other functions to the public library community must also be taken into consideration when assessing their utility.

Reference Functions Performed by the 17 Reference Centers:

will add section here

Hypotheses Concerning the Provision of Reference Service

At Levels Higher than the Garden Variety

In the course of the study, some working hypotheses have surfaced. They were discussed by the Ad Hoc Reference Referral Committee in San Diego in March 1986, and are being expanded and refined as each of the seven focus groups discuss them. These hypotheses help to set the terms for discussion of reference quality and reference service delivery capability. The hypotheses pertain to reference service at the state-of-the-practice level and above. The discussion does not pertain to the garden variety level. As with any generalizations, there will always be exceptions to the rule. The hypotheses are useful for looking at reference in the aggregate. It is important to note that when the term "collection" is used, it refers to a centrally housed collection, which includes a reference and general collection, unless otherwise stated. The Santa Monica group starred (*) those hypotheses that they viewed as critical. See below. Reordered hypotheses appear with an (M).

The hypotheses are, as follows:

1. Public library questions need public library collections to provide answers to questions most of the time. (Edited by SF focus group)

2. Academic and special library collections supplement public library collections; they are not a substitute. If given a choice between a UCLA and a very large collection such as LAPL to answer all public library reference questions, the choice would be the very large public library collection. (Edited by SF focus group)

3. Reference librarians can answer more questions using a very large public library collection (e.g., LAPL, SFPL) than if they were using a (Sacramento group suggests deleting "200,000"and substituting with "moderately-sized") public library collection, provided that they are very familiar with the large collection.

4. The bigger the general collection, generally the larger the reference service budget (the budget includes acquisitions for all reference resources including staff, telephone, data base searching). (Edited by the SF and Orange focus groups)

* 5. The bigger the overall collection (reference and general collections), the more skilled the staff, i.e., the bigger the collection, the better the career path for reference librarians, the more they learn, the more expert they become. (Deleted "the longer they stay" Santa Monica and Orange focus group).

Hypotheses continued

6. The bigger, or more specialized, the central collection, the more likelihood of having reference librarians with specialized subject expertise, i.e., (Sacramento group suggests deleting "dedicated" and substituting with "full-time") professional staff responsible for a particular subject and expected to perform only reference duties.

Corollary to #6: the same degree of expertise can only be achieved in a specialized collection (regardless of size). (Edited by Orange focus group)

7. The bigger the collection, the bigger and more skilled the staff, the higher the cost of delivery of reference at all levels, from garden variety to super reference. (Edited out corollary statement).

8. The result of low cost reference service may be either low quality, or a greater reliance on referral to other resources. (Edited by Oakland and Orange focus groups)

9. The less invested in reference service, the lower the service level.

10. Two heads are better than one, that is reference librarians can answer questions better if they can confer with other reference librarians about search strategy and reference resources.

11. Experience improves performance. (Deleted "the more questions that a ..." and developed two hypotheses 11 and 12, Orange focus group)

M 21. The greater the expertise of the reference librarian, the higher (quality) level of service, provided the expertise in the area of the subject of the question. (Orange focus group)

12. Specialization improves performance in the area of specialization. (Addition by the Orange focus group)

M 22. Expertise is not necessarily a function of experience. (Orange focus group)

13. Learning to use a very large collection takes time (delete "about 2 years"). (Edited by Orange focus group)

Corollary: Therefore putting a reference stringer in a very large collection, in order to gain access to the collection's resources is less efficient than using the staff that come with the collection).

14. The more layers in a referral network, the longer it takes to get questions answered. (Deleted second part of sentence)

Telecommunications (e-mail, for example) should improve elapsed time some. (Added by Orange focus group)

15. Geographic proximity is not essential either for conveying the reference question, or for delivering the answer.

16. Geographic proximity results in familiarity with local constraints, reference climate and may result in reference service which is more responsive and accountable to the library at local level.

17. Geographic proximity makes it easier to establish strong personal links, feel comfortable with one another, and provide more feedback to one another, can tailor service, and be more responsive. Also depending on structure may result in greater ease of evaluating performance. (Oakland and Santa Monica focus groups)

18. Geographic proximity may facilitate education and training. (SF focus group)

19. Geographic proximity may facilitate cooperative collection development. (SF focus group)

20. Geographic proximity is essential for encouraging walk-in use by the patron, as in the case of the direct access program. (SF focus group). (Sacramento group suggests deleting #20)

Appendix 2:

Minutes from the Seven Focus Groups and Participant Lists

(March 27 - April 23, 1986),

Prepared by James Henson, California State Library

REFERENCE REFERRAL STUDY

Focus Group Meetings

Attached are summaries of the seven focus group meetings held in March and April 1986, and the participant list for these meetings:

March	Meeting Site
27	Carlsbad
April	
9	Oakland
11	San Francisco
15	Orange County
16	Santa Monica
22	Saratoga
23	Sacramento

ABBREVIATIONS/INITIALISMS

Following is a selected list of abbreviations/initialisms that have been used in the attached meeting summaries:

BARC: Bay Area Reference Center
CLSA: California Library Services Act
CLSB: California Library Services Board
CLA: California Library Association
GRC: CLA's Government Relations Committee
ILL: Interlibrary loan
ILR: Interlibrary reference
I&R: Information and Referral
LAPL: Los Angeles Public Library
LSCA: Library Services & Construction Act
MCLS: Metropolitan Cooperative Library System
MVLS: Mountain Valley Library System
PL: Public Library
PLF: Public Library Fund
PLS: Peninsula Library System
PLSA: Public Library Services Act
Q/A: Question/Answer
SB 1220: Proposed State Legislation for library construction
SCAN: Southern California Answering Network
SDPL: San Diego Public Library
SFPL: San Francisco Public Library
SJVLS: San Joaquin Valley Library System

PARTICIPANT LIST
Focus Group Meetings, Third Level Reference Study

Carlsbad, March 27

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Medical Librarian
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Carolann Tassios
Yorba Linda Public Library
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Ellen Sneberger
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Norm Reeder
Torrance Public Library
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Torrance, CA 90503

Eleanor Schmidt
MCLS Reference
Los Angeles Public Library
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Shula Monroe
National City Public Library
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Holly Millard
Metropolitan Coop. Lib. System
2235 N. Lake Ave., Suite 106
Altadena, CA 91001

Colleen McGregor
Buena Park Library District
P.O. Box 6270
Buena Park, CA 90620

Chris Pickavet
Serra Research Center
San Diego Public Library
820 E Street
San Diego, CA 92101

Faun McInnis, BARC
San Francisco Public Library
Civic Center
San Francisco, CA 94102

Christian Esquevan
Del Mar Branch Library
235 11th Street
Del Mar, CA 92014

Orange County, April 15

Hal Watson
Pomona Public Library
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Pomona, CA 91766

Dorothy Uebele
Palos Verdes Library District
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Palos Verdes Peninsula, CA 90274

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Carlsbad Focus Group Meeting 3/27/86
Discussion 10:00-1:30

I. Background (B. Robinson presentation and comments)

A. Legislative priorities:

1. Public Library Fund (PLF) top library priority, not CLSA Statewide Reference Centers.

Comment: CLA's Government Relations Committee (GRC) has discussed possibility of multiple legislative action per year.

(a) Argument against: competition between legislative items (PLF vs. CLSA)

(b) Argument for: increases visibility for libraries in Legislative process. GRC considering introducing new legislation for libraries yearly to enhance visibility.

Comment: Why is $2.5 million for literacy funded under CLSA, but the 2 statewide reference centers are not funded?

(a) Legislative support/interest.

(b) Gary invested start-up funds in literacy using LSCA money. Caught the imagination of the legislature.

Full Funding of PLF:

(a) Might give local libraries flexibility to fund Super Reference, because more $ available

(b) However, local jurisdiction's mayor/city manager might use extra dollars to supplant locally raised dollars despite the fact that

PLF requires that these funds be used to supplement, not supplant local dollars.

Referral path is vertical up the hierarchy (generally not lateral or down)

II. Revenues for Libraries

PLF:	18 million (State)
Systems:	5 million (CLSA)
BARC/SCAN:	1 million (LSCA)
CLSA:	6 million (other CLSA)

(a) Q: Is it certain that LSCA will go away?

A: No, but we need to plan as if it will.

III. Functions Presentation by B. Robinson

Definitions

1. Question answering - implies mediation by reference staff.
2. Statewide access to reference resources.
3. Education and training.
4. Quality control (implicit or explicit)
5. Developing specialized resources

Discussion

Function #1 benefits patron directly, items 2-5 benefit libraries directly, patron indirectly.

2, 3, & 5 occur at all levels (local-Super) in varying degrees.

Because resources are shared, unit cost is low (largest libraries in State by various criteria have a higher overhead cost.

IV. New Terms (Presentation by BR)

A. State of the Practice:

1. State of the Practice Garden Variety:

2. State of the Practice LAPL/SFPL level. Add "use of Subject Specialists"

B. Super Reference

V. Reference Spectrum Discussion

A. Level of reference service tied to resources (i.e., reference & general collections and staff reference).

B. Each succeeding level in referral hierarchy does not imply increased complexity of questions. (Presently at highest level, BARC & SCAN handled range of ready reference to Super Reference) because of variation in reference resources at the Local and System levels (i.e., collections and reference staff).

VI. Decision Tree Ranking Discussion

A. Functions

List of functions:

1. Question answering
2. Statewide access
3. Education/training
4. Quality control
5. Developing specialized resources

1. Q: Are functions 1 and 2 the same?

   A: No, could be forced to answer question locally or at regional level without having statewide access to reference resources outside the local or regional level.

2. Comment: Could do 1 if it was included in 2

3. Comment: Cost is important to considering priority

   A: Don't consider cost now - need separate discussion of functions and step back from structure and costs.

4. Comment: 1 is top priority.

   Comment: #2-5 responds to #1

   Comment: #1 and 2-5 Apples and Oranges - can't rank #1 with 2-5.

   Comment: SDPL already has 90% of resources - SDPL does not need 1 or 2, they need 3-5, should start new decision tree with branches off #1.

   Holly Millard (Member, Select Committee): Select Committee arrived at ranking #1 as top priority through statewide view not linking judgement to any one local agency -- select committee process was to ask what is important to reference referral.

5. Comment: Alternative is to assume that libraries do nothing above "garden variety".

   Q: What level do functions happen at?

   Q: Can we get "Question Answering" without #2-5?

   A: Yes -- information broker, for example.

* We are assuming that #2 (statewide access) results in #1 (question answering).

Q: What would be the effect of #1 over #2?

A: No, you might not get #1.

6. Ranking Functions. First cut in three different arrays.

A		B		C	
2		2		2	
1	- vote Ø	1	- vote 8	1	- vote 6
5		3		5	
4		5		3	
3		4		4	

Discussion: 3 and 5 are close but there is more benefit to the patron with trained staff (#3 more important)

Edge should be to develop specialized resources (#5 more important)

* (All) Consensus 3 and 5 tie as priorities -- New Ranking:

2 - Statewide access

1 - Question answering

3-5 - Education & training and Developing specialized resources

4 - Quality Control

VII. Presentation of the Decision Tree

* If choice is asked, is this a question of System vs. BARC & SCAN?

We need choices - where do resources belong on the decision tree -- is 2a system level. (a = State of Practice, b = advanced state of the practice, c = Super Reference)

* 2 a-c implies structure - This concept was <u>not</u> given to the Select Committee in their meeting. Is the referral of <u>all</u> 31K questions

(now at System level) implicit in the choice of 2c?

Possibly. Will have to work this through Select Committee on April 1st.

VIII. Next Steps:

We will come back in May at Statewide meetings with options for organizational structure.

* Whatever comes out should be honestly presented as real options -- not pre-selected option with totally unacceptable options (i.e., the experience with the California Data Base).

Q: Is there a relationship to the networking task force?

A: Yes -- but we need to nail down reference referral now -- the networking task force can work out relationships in their own time schedule.

(Member Networking Task Force): Task Force has asked the question - "Do we need BARC/SCAN if new structure is in place?

Suggestions for Change to Meeting Structure:

1. Cut down on Background -- took too much time
2. As layperson, background OK - needed it.
3. Needed more time (to 2 or 3 p.m.)
4. Would like BARC/SCAN to attend meetings in their own regions in May at North/South meetings.

OAKLAND FOCUS GROUP MEETING

April 9, 1986

Reference Referral Study

I. BACKGROUND:

Barbara Robinson reviewed the timeframe for the Study and reviewed the "Background Materials Document", as to the purpose of the Study, the roles of the Select Committee, the Ad Hoc Committee, and the Study Consultant. She also reviewed the purpose of the focus group meeting and the two Statewide meetings to be held in May.

II. DEFINITIONS/FUNCTIONS/ISSUES

A. Funding Issues

1. LSCA is not meant to provide ongoing operational funding
2. Short vs. long-term funding is important in relationship to how much time is needed for transition
3. If local funds are used now, will that create problems in obtaining future state funding?

B. Reference

1. Reference is a combination of resources and staff at a central location
2. Statewide Access:
   a. Users have a right to good reference service
   b. 'Equalization"should not result in a lower common denominator
   c. State dollars require some level of State access
   d. All citizens have a right to information--regardless of where they live
3. Garden Variety Reference----definition should include " . . .staff with some reference training".
4. Branches are not isolated, they often have access to the library's larger central collection

5. BARC and SCAN are objective in providing service, they are not influenced by local considerations.

6. Use of collection for Question Answering - intuition on pattern of use of collection

Reference Collection	General Collection
50%	50%
35%	65% (serials)

NOTE: Reference Collection includes data bases and telephones.

7. State-of-the-Practice

   a. A "trained" person is not necessarily professional
   b. Most libraries and systems have professional staff; however, many branches do not.
   c. Without "training", reference service does not exist.

8. Advanced State-of-the-Practice: include "extensive outside expertise and resources."

9. Difference between Academic/PL Collections:

   a. Academic is curriculum oriented
   b. Higher level of sophistication
   c. PL collections are more practical with a popular orientation
   d. PL collections are more likely to be centralized
   e. Academic collections are more likely to be very decentralized

10. For Question Answering, there are three primary resources:

    a. BARC and SCAN
    b. 17 Reference Centers
    c. Large public libraries (approx. 25, some of which house reference centers).

11. Systems concentrate on question answering, with some education/training, and development of specialized resources. Very little in area of quality control.

12. Many systems charge for workshops as a method of supporting training.

13. BARC and SCAN do virtually no formal training in the way of organized workshops now (as opposed to BARC doing frequent formal training in the past). They could possibly charge fees for training to support this component.

14. Perhaps there should be workshops on how to run training workshops.

C. Education/Training

1. Some local library responsibility
2. Cooperative systems can provide more efficient structure for some types of training
3. Contracts possible with local libraries, consultants, other systems, education institutions, library school as resources for doing the training.
4. Professional Associations (SLA/CLA)

D. Developing Specialized Resources

1. By-product of the reference process
2. Centralized: one organization produces the resource and shares it with others e.g., SCANNINGS, SCAN UPDATES
3. Commercially saleable products: use income to underwrite production (BALIS telephone contacts, BARC/SCAN publications)
4. BARC Notes costs around $25,000/year to produce
5. BARC/SCAN information files
6. Local libraries and systems have developed special files and resources--access to these are difficult due to lack of knowledge of who has what
7. Updating needed and is usually costly.

E. Statewide Access

1. Where you live determines what you get (local political view)
2. Public does not know how money is spent on reference referral--taxes are generic
3. To defend statewide access, there must be a local benefit

F. Quality Control

1. Should this be separate, or is it a product of other functions?
2. Systems have picked up all 4 functions, particularly education/training and quality control as BARC and SCAN have reduced their efforts in these areas

III. HYPOTHESES:

#2: Academic collection are not a substitute for PL on average; however, the complexity of the question will determine what type of collection is best suited to providing the answer.

#8: There is a relationship between cost of service and the quality of service (the lower the cost, the poorer the service).

NOTE: This should be identified as intuitive and not based on data.

#10: Add: people can capitalize on the work of others

#16: Proximity does not equal accountability. Accountability is based on the ability to hire/fire, evaluation, ability to effect change

#17: Proximity does result in ease and frequency of contact in stronger working relationships

IV. DATA COLLECTION INSTRUMENTS

(General discussion on need and use)

V. STRUCTURES

A. Factors

1. Networking taskforce

(a) no formal relationship between reference study and the work of the Networking Taskforce

(b) timeframe of two groups (reference and networking) do not permit interaction, however, there will need to be consideration of issues by both sides eventually.

2. Methods (possible)

(a) BARC and/or SCAN and fewer system centers

(b) No BARC/SCAN, only consolidated system centers

(c) No BARC/SCAN, and no system centers. Use designated reference resources, with some specialization

Concern: lack of structure will reduce the number of referrals

JH:vo

SAN FRANCISCO FOCUS GROUP MEETING

April 11, 1986

Reference Referral Study

I. BACKGROUND:

Barbara Robinson reviewed the revised "Background Material Document" and identified the purpose of the Study, the roles of the Select Committee and the Ad Hoc Committee, and the Study Consultant. She also reviewed the purpose of the March/April Focus Group meetings and the two statewide meetings to be held in May.

II. FUNDING OPTIONS/STATEWIDE ACCESS:

A. Funding:

1. PLF - (Public Library Foundation)
2. SB 1220: legislation authorizing state bonds to finance library construction.
3. Policy issues need to be identified. What are priorities? What else could be funded with dollars now going to BARC and SCAN?
4. Will those dollars exist if Gramm/Rudman impacts LSCA?

B. Statewide Access:

1. Do we really need statewide access?
2. People choose where they live, if they wanted to be in an area of broader access, they could live where the resources are.
3. Informed public is accustomed to consistent level of service. They expect (or have a right to expect) service.
4. Some libraries do not need mediation -- considering that reference is a combination of "people plus resources/collection", perhaps people should not be bundled into the process.

5. People don't care where the answer comes from, they need the information (may not know where to turn to).
6. Individual at reference desk needs to know what services are available and have confidence that it will happen.
7. Group consensus: SF Focus Group supports statewide access.

III. FUNCTIONS: (see pp. 7-10 "Background Material")

A. Question Answering: 4 levels: Garden variety, State-of-the-practice, Advanced State-of-the-practice, Super Reference.

B. Education/training

C. Quality Control

D. Developing Specialized Resources

E. Comments:

1. Reference Centers have specialized resources but have little or no method of sharing at local level.
2. BARC and SCAN exchange "question logs" each month.
3. Question answering is #1 priority for SCAN. SCAN Advisory Board priorities:
   (a) Question answering
   (b) Publications (SCAN update)
   (c) Staff development (very low priority)
4. Some effort on part of BARC and SCAN to share information
   (a) SCAN centralized information files (Systems can call for file check)
   (b) BARC fiche -- distributed to systems but more expeditious to call if time is a factor; otherwise fiche is a way in.

5. Coordinated collection development within systems
   (a) Started with old PLSA concept of resource library concept.
   (b) Examples: North Bay, PLS, Santiago.
   (c) Coordinated collection development calls for resource sharing and assigned responsibility for subject specialties and expensive tools.
6. Alternative to Reference Referral hierarchy: ability to refer patron to resources directly--i.e., patron does the work (but patron may not have access).
   (a) Need to develop collections in a coordinated manner.
   (b) Knowledge of where collections are (by librarian and patron)
   (c) Right of access
7. Problem with use of "Function", should be "Responsibility".
8. CLSA does not focus on all aspects of reference (e.g., building collection strengths and access to collections).
9. Education and Training
   (a) Responsibilities:
      - local system (75% of responsibility)
      - State (15% of responsibility)
      - Individual (5% of responsibility)
      - Experts (5% of responsibility)
   (b) Education and training is statewide responsibility to compensate for differences.
   (c) State/local/professional associations/individual practioner/ non-library experts (pro bono?)

10. Question answering "super reference" responsibility:
    - State funding (50% of responsibility)
    - Local library/system (50% of responsibility)
    - Specialized-academic/UC/Community Colleges (?%)
    - Federal (?%)

IV. HYPOTHESES: (see pp. 11-13 "Background Material")

A. Geographic proximity is essential for
   1. Direct access
   2. Helpful or facilitates cooperative collection development
   3. Education/training -- who delivers and at what level (see 9 above).

B. Investigate electronic transmission (e-mail, telefacsimile) as substitute for proximity.

V. STRUCTURES:

A. Possibilities:
   1. BARC/SCAN reduced and fewer than 17 system reference centers.
   2. BARC/SCAN eliminated, consolidated (fewer but stronger) system reference centers -- no "super reference."
   3. System reference centers eliminated and BARC/SCAN eliminated with a series of specialized centers in an open market.

B. Comments
   1. Statewide intertype network: could be stronger than above 3 choices.
   2. LAPL plus regional centers (few as 6?)
   3. Don't make choices -- use all resources (networking with new money)
   4. How can we rescue reference referral in the short-term so that it can lead into network?

5. If BARC/SCAN not maintained, they may disappear.
6. If regional reference centers are disassembled, they may not be replaced.
7. Need to limit quantity of Q/A (function of available funds)
8. Need to limit type of Q/A (poems, songs, stories, etc.)

VI. Sources of Funding:

A. Existing sources of funding

- CLSA
- Local
- Federal

B. Comments:

1. Could develop new legislation to support intertype network
2. Replace CLSA
3. Revision of higher education master plan. Effects specialized segments (responsibilities of higher education) which leads to funding.
4. How uncertain is LSCA for FY 86/87? If the profession is committed to a new plan (including appropriate financing) would the State Library keep BARC and SCAN until a new structure is in place?
5. There is no obstacle in proposing a plan to Government Relations Committee and the profession, it will not be passed the first year anyway.
6. CSL should not have separated reference from networking. Super reference is critical part of network.
7. LSCA funding decisions must be made by August '86, Networking Task Force's work will continue past that point.
8. Day-to-day fighting for budgets may blind CSL to the fact that there is more money to be had from the legislature.

ORANGE COUNTY FOCUS GROUP MEETING

April 15, 1986

Reference Referral Study

I. BACKGROUND:

Barbara Robinson reviewed the "Background Materials Document" on the purpose of the study, the time frame, the roles of the Select Committee, the Ad Hoc Committee, and the Study Consultant.

II. REGIONAL RESOURCES:

A. Use of local resources

1. Inland has 6 hr/week link to UC Riverside

2. Santiago uses CSUF Collection (informal access)

3. Pomona PL uses Cal Polly and Claremont Colleges

4. Palmdale has strong Aerospace collection, including:

. industry standards

. Mil. Specs., IEEE (fiche and hard copy)

. Subject Specialist on staff

. telephone access: industry information

B. Levels of Reference Service

1. All levels available in all Systems

2. Need inquiry into patterns of user behavior

3. Need to look into non-layered organization

C. Question of Equalized Access

1. Not all libraries are System members (Redlands, Inglewood, Oxnard, etc.):

. Not enough staff time

. System membership fees discourage joining

. Other structures (e.g., PLACC) are in place)

2. Other Services

(a) Training is not equal across the state

(b) ILL is unmediated access

(c) ILR requires mediated access

(d) Need to know location of reference resources in order to access tools and information

(e) In ILL, collection size is not a factor. In reference, collection size is important

D. Academic vs. Public Library Collections

1. Public library reflects user patterns

2. Academic institutions see library as a laboratory tool in Social Sciences

3. Academic libraries are geared to academic clientele

4. MCLS experiment: 15 questions searched at LAPL, CSULA, UCLA resulted in LAPL, UCLA (very close 2nd), CSULA (very distant 3rd)

5. Public libraries have unique local collections in local history, authors, ethnic services, I&R

III. HYPOTHESES

#3: MCLS found that Pasadena PL was faster to access than LAPL (centralized reference collection, no vast distances to travel, etc.)

#4: Add: "...documents, and indexing"

#5: Delete: "...and the longer they stay"

#6: Corollary: Same expertise can also be achieved in Special Collection, regardless of size.

#7: How are reference costs amortized?

#8: (a) Low cost may mean low quality or more reliance on other resources

(b) Some libraries with less resources do not use referral because they con't know what they don't know

#10: Is experience related to quality? "The greater the expertise, the higher the level of service...provided area of expertise is in the subject area of the question."

#13: (Delete: "...about 2 years."

IV. QUESTIONNAIRE

A. Review of Host/Reference Center Questionnaires

B. Comments:

1. There will be a need for additional data collection

2. Need to identify training resources at potential host libraries

   a. Workshops/training modules

   b. Should be transferable - used Statewide

3. Need to identify unit cost of host contribution for training

4. What is the real use of CLSA funding in Systems? CLSA does not determine how Systems spend reference funds.

V. SERVICE OPTIONS

A. Santiago experiment

1. Operated 2nd level Center and, when staff left, then:

2. Contracted with SCAN. All libraries went direct to SCAN until contract became too expensive, then:

3. Hired one person for reference coordination and used SCAN for free, then, when coordinator left:

4. Contracted with Orange County PL (present service).

B. OTHER POSSIBLE STRUCTURES:

1. Use large libraries as central resource for super reference

2. Use a reduced number of regional centers as a grouping of hosts

3. Use telecommunications (EMS, etc.) as substitute for proximity

4. Keep basic premise: Do not create a structure for libraries, the goal is to provide the user with information in a form they can use in a time frame relevant to the user

   (a) User wants answer not process

   (b) The process should be transparent to the patron

   (c) Estimate: 30%-40% of questions are urgent

   (d) Q: is instant gratification necessary?

   (e) Should make patron aware of structure/process when local funds are involved.

5. Factors in allocating resources: cost, turnaround-time, accuracy

6. Who pays for what level of service

7. What level of service should be subsidized--what is reasonable?

8. LA County experienced double the demand of reference over population growth

9. San Bernardino uses "weighted productivity index" (i.e., reference is weighted 9.5 to 1 over 1 circulation)

10. Reference is labor intensive as compared to other functions (circulation, ILL)

SANTA MONICA FOCUS GROUP MEETING

April 16, 1986

REFERENCE REFERRAL STUDY

I. BACKGROUND

Barbara Robinson reviewed the "background material DOCUMENT" and identified the purpose of the study, the roles of the Select Committee, the Ad Hoc Committee, and the Study Consultant. She also reviewed the purpose of the seven focus group meetings held in March/April and the two statewide meetings to be held in May.

II. FUNCTIONS: (see page 7, Background Material)

A. Question Answering (Q/A):

1. Garden variety
2. State-of-the-practice
3. Advanced State-of-the-practice
4. Super Reference

B. Education/Training

C. Quality Control

D. Developing Specialized Resources

E. Comments:

1. All four types of question answering are available at all levels (public library, system reference centers, and super reference) in varying degrees.
2. Need to look into non-layered organizational approach.
3. Managing the flow of questions may effect how money is spent.
4. SCAN and BARC are "levelers" of service, the process must address leveling service. (providing ???....
5. Ability to answer questions at System level depends on availability of resources. Systems vary from resource-rich to resource-poor.

6. Unit cost of question answering increases as number of questions decrease.
7. At LAPL, MCLS capable of super reference (experienced staff, same collection, databases, etc.)
8. More efficient (at times) to use medium-sized collection such as Pasadena for significant percent of questions. (Collection centralized, more easily accessed, etc.)
9. Need to decide value of 'statewide access' to reference resources (definitions/terminology, not yet determined)
10. Statewide access for other library service exists, (i.e., ILL), is it needed for reference?

III. HYPOTHESIS: (see pages 11-13, Background Material)

Hyp. #1: U.C. campuses do not feel they are appropriate for back-up, PL collections based on needs of public not curriculum.

Hyp. #2: LAPL is not "typical" public library, academic libraries geared to academic clientele, academic approach is to instruct--PL approach is to help get answers.

HYP. #3: MCLS found Pasadena PL access faster than academic collection. Factors for user satisfaction: accuracy, time factor (is faster more timely?), relationship between collection size and diseconomies of scale, diminishing returns--because of such factors remote storage, difficulty in access because collection housed in many locations within the central building.

HYP. #4: Add: "documents/indexing", should consider depository status--federal, state, local, U.N.

Hyp. #5: Delete "the longer the staff ..."

Hyp. #6: "Bigness" may not always include more subject expertise, not just size of collection that matters, but whether books are actually there. (Issue of large urban public library collections having as much as 30% of their reported collection actually lost/stolen)

Hyp. #7: How are reference costs amortized?

The larger the organization, the larger the overhead.

Hyp. #8: Low cost may mean a greater reliance on other reference resources (the reference librarian/reference coordination). Less referral may mean that they don't know what they don't know.

Hyp. #9: Geographic factor -- is dealing with remoteness from resources really a factor?

Telephone access may not always be practical.

Hyp.#10: Is experience related to quality? Expertise is not necessarily a function of experience (recent training in current resources vs. outdated education in past).

Efficiency breaks down with degree of difficulty of question.

Hyp.#11: The more layers, the more time and costs increase.

Hyp.#12: BARC and SCAN are "cousins", system reference is the "immediate family", not having this middle level would create a gap. Southern California systems have a good relationship with SCAN -- comfort level.

IV. RESTATEMENT OF STUDY MISSION

A. Comparison of original/revised study mission statements

B. Comments:

1. Politics is 80% of the issue

2. Resource Centers should not be determined by geography but by collection strengths--systems can opt for proximity to a designated resource center, but not

3. Full funding of PLF may be a longer term solution, there needs to be a mechanism for "equalization" in the short-term.

4. Local control is an issue: state/money control vs. local/money control.

5. Local jurisdictions may re-direct local funds if state $ input, in spite of the "Supplement not supplant" requirement of CLSA.

V. REFERENCE QUESTIONNAIRE

(to be sent to libraries with large collections, host libraries and system reference centers).

VI. STRUCTURES

A. Subject of May 28th meeting.

B. Comments:

1. Local contributions have an effect on quality and effectiveness of service delivery.

2. Some reference centers are more effective than others.

3. If there will be fewer regional centers, the remaining ones should be strengthened.

4. Patron only (cares about satisfaction not process--no seam should show, patron should not be aware of process).

5. Need to make patron aware of the structure that provides the service if local funds are involved.

6. Factors in allocating resources:

   a. cost

   b. turnaround time

   c. accuracy/completeness.

JH:vo

SARATOGA FOCUS GROUP MEETING

April 22, 1986

Reference Referral Study

I. BACKGROUND:

Barbara Robinson reviewed the timeframe for the study and the revised "Background Material Document" as to the purchase of the Study, the roles of the Select Committee and the Ad Hoc Committee, and the Study Consultant. She also reviewed the purpose of the focus group meetings.

II. DEFINITIONS and GENERAL DISCUSSION:

A. Possible Structures

1. Tier of big libraries in the state to be made available to all libraries:

   a. may not need super reference unless justified
   b. divide state geographically
   c. consolidate reference centers
   d. each reference function is discrete, can have one without the other

   e. contract for services

2. Need to get figures and develop models to discuss long and short term solutions

B. Library Users:

1. Library users see reference as a free service

2. Need to raise public and legislative consciousness on the value of reference referral.
   a. builds public support and respect
   b. satisfied clients equal good marketing

3. User Satisfaction

   a. patron may not know what he wants or what library can provide
   b. when is enough "enough"

4. Question of Public Good: Subsidized Reference vs. Charging for service.

   a. given value of information, some patrons would be willing to pay
   b. if charging is appropriate, who gets it free and who pays
   c. users would not pay for service if they knew how much it cost
   d. reference is different from circulation, telling user the cost of information is different from telling circulation costs (reference cost can be orders of magnitude higher).

III. DEFINITIONS/FUNCTIONS (page 7, Background Materials)

A. Levels of Question-Answering

1. Good local level reference service includes all 4 functions: Question answering, education/training, developing resources, quality control.

* 2. Should we assume that advanced state-of-the-practice and super reference librarians are dedicated to serving other libraries, rather than having direct contact with the public?

3. The State Library should be considered as a special library (less than 5% of its questions are from other libraries)

4. There is a filtering system that affects the path of a reference question that depends on resources and people.

5. The process is not linear--it may flow in many directions

6. Reference is a mediated process--a difficult question becomes easy after more work has been done (and the converse is also true).

7. Time factor (deadlines) influence in speeding referral to a higher level -- independent of the difficulty of the question.

8. It is the subjective professional judgment of the reference librarian that determines if the question is hard or easy, and if it should be referred, based on time available, resources, and user deadline.

B. Resources:

1. Even though higher-level reference is expensive, it would be more costly to build local collections to create local self-sufficiency.

2. No individual library can have everything--unique resources are distributed--issue should not be limited to big vs. small collections.

3. Difference between library public service staff and system reference center staff, and BARC and SCAN.

a. public service is "processing" the patron--dealing with user needs

* determines if there is a question
* determining what the real question is
* providing the information

b. reference centers and BARC/SCAN get the question pre-processed and do not deal with the patron.

IV. HYPOTHESIS:

A. Changes

(#14) Hierarchy can enable rapid response time if item is time-sensitive,

(#17) Omit last sentence. Proximity does not necessarily make evaluation easier.

(#18) Physical distance may prohibit attendance at training events--proximity is a factor in education/training.

B. Comments

1. Education/training don't have to be joined--can be separate functions.

2. Advanced training (70%?) could be provided by outside specialists, (30%?) could be provided by local system for "garden variety" type.

3. Good outside trainers can be brought in to local workshops.

4. In reference definition, "bigness" may be a liability (harder to find what your looking for, harder to use, more time-consuming, etc.)

5. Statewide Access:

   a. systems with high level of resources have less need for statewide access than resource poor systems

   b. systems began in the 1960's with an attitude of altruism and sharing for the general good

6. In context of the relationship of reference centers to BARC and SCAN (Hypothesis' 16-17), does proximity influence the way a system handles reference referral?

   a. if there were only one statewide center, would it make a difference?

   b. would material delivery take longer

   c. BARC and SCAN's knowledge of system needs comes from proximity to systems. This knowledge influences how they handle a referral.

7. BARC/SCAN Comparisons

   a. SCAN more oriented to using subject specialist

   b. SCAN answers are less enhanced, more businesslike; they set time and resource limitations

   c. BARC gives search strategy, even when no answer is found

   d. SCAN has greater experience as a group---they have had less staff turnover than BARC.

8. "Enhanced Reference" includes providing information on search strategy for patron and reference staff; it includes:
   a. resources checked
   b. list of steps taken
   c. provides justification for patron
   d. letting patron know search strategy is a luxury (costly)
   e. conveys additional information learned in the reference process to the referring librarian

9. How many questions never get forwarded to reference centers from libraries?
   a. Fresno evaluates their reference librarians on the number of questions they refer on -- treated as a positive element by Fresno.
   b. questions must be checked in-house within 24 hours
   c. SouthNet checks back to see if questions has been answered to library's satisfaction of if it needs more work
   d. MOBAC asks local librarian to check with user

V. AUTOMATION

A. General Comments

1. What levels of reference delivery need automation and searching expertise?
2. Automation and databases do not replace reference centers--just one of many tools used by them and by libraries.
3. Should not lose sight of how reference will be done in the future when discussing short-term solutions.
4. Will access to the types of tools now exclusive to large collections become accessible on-line to most libraries?
5. Automation will improve reference service, but is very expensive.

B. Statewide Database

1. it exists now

2. more of a union list of state and local library holdings

3. current impact is more on ILL---there is potential for subject access (OCLC is expected to include subject access in January 1987).

4. As an example of how a statewide database could function, Silicon Valley Information Center will offer dial-up access to its data base.
5. OCLC database includes both reference and circulating collections.

VI. OTHER NON-PUBLIC LIBRARY RESOURCES:

A. U.C. Berkeley

1. would be willing to discuss being used as a higher-level resource center

2. would charge for use

3. BALIS libraries can use U.C.B. now

4. best use is as a supplement, not a substitute for large public library collection

B. UCLA

1. advised Barbara Robinson that they do very little telephone reference (takes 8 minutes average to answer phone -- they use recorded messages.)
2. People living near UCLA try to use it as a public library.

3. UCLA is planning to charge for reference service, with "modules" that can be sold to the public.

VII. DATA COLLECTION

A. Host/Potential Host Questionnaire

B. Reference Center Questionnaire

EDITED 6/30/86

SACRAMENTO FOCUS GROUP MEETING

April 23, 1986

Reference Referral Study

I. BACKGROUND

Barbara Robinson reviewed the time frame for the study and reviewed the "Background Material Document" as to the purpose of the study, the roles of the Select Committee and the Ad Hoc Committee, and the study consultant. She also reviewed the purpose of the focus group meetings and the two statewide meetings to be held in May.

II. PATH OF REFERENCE QUESTION

A. Normally from low to high (library to system to super reference)

1. Fresno example: Goal is to equip people at lower levels to answer.

(a) SJVLS provides reference course (self-instructional) for local librarians.

(b) system telephone credit cards: unlimited use allows staff to by-pass system (total cost, $200/yr. 50-60 questions)

(c) lowest cost by answering at lowest level

(d) experience at lowest levels has increased

(e) SJVLS microfiche card catalog is used by patrons and branch libraries, proving valuable.

(f) over 20 years, questions remain constant--tools and sophistication have increased (databases, etc.)

B. Definition of Reference Question

1. How many questions answered from reference collection vs. general collection.

(a) 50/50 (varies): need to define context--local library or main?

(b) can't guess - would have to do sample

(c) in some systems, definition of "main library" would not fit because no library would qualify

(d) ON-LINE Catalogs may change context--interface of reference/ILL. Must have structured access to circulation collection to use it for reference

(e) some libraries use circulation data base as their catalog--the two are different

III. DEFINITIONS/FUNCTIONS

A. Add to Definition of Reference: "...local data bases and information files not available elsewhere."

B. Levels of Question Answering:

1. Add to State of the Practice: "...and moderate use of outside resources."

2. Delete "experienced" from State-of-the-Practice and Advanced-State-of-the-Practice.

3. Delete "250,000 volumes" from State-of-the-Practice, add: "moderate sized collection."

4. Can't compare LAPL/SFPL. LAPL is another New York Public.

C. Statewide Access:

1. Some citizens have voted against being taxed for extended service.

2. CLSB has linked Satewide Access to the definition of the Underserved.

3. CSLA is sufficiently broad to do what we want.

4. Issue is not to redistribute resources but to make opportunities

available at the local library level no matter what the local level is

5. Underserved has come to mean non-library user. (BR) We should design reference service for "users," and handle non-users some other way if resources are available.
6. Agree with the goal of Statewide Access--the question is who is responsible for equitable access?
   (a) what % for state responsibility, what % for local
   (b) what is the responsibility of the state if a system(s) reallocate away from equitable access.
   (c) funding may drive service no matter what the philosophy
7. "Underserved" has a political basis and is tied to the source of funding.

IV. FUNDING:

CLSA (state) - $1.5 million

PLF (local) - $18.3 million

LSCA (federal) - $900,000

Possible for the legislative process to accommodate two or more ideas (e.g. PLF and Reference) if the re

V. STATEWIDE DATA BASE

A. Shouldn't base planning on present needs only--automatic is a larger context than just statewide data base.

B. ILL/ILR: more collections you have access to, the better your reference service subject access to union catalogs is a help but not a substitute for reference.

C. Public and library staff can't use subject access on statewide data base.

D. Access requires common terms--social services uses common terms for I&R that are not necessarally library terms

E. MVLS produced ComCat with subject access

1. produced no significant change in the number/type of question coming question coming to system reference center (around 5%)

F. Subject access or finding title is not the same as finding specific information.

G. Information files that go on-line must address the issue of a standard thesauris

H. OCLC is working on content analysis of statewide data base.

- million title records

million load codes - OCLC data base (California)

million in US OCLC database

Thousand California titles

% of OCLC is LC Marc

1. January '87 restructuring of OCLC with 2 types of subject access

> Classification browsing

> Full Boolean access

I. For Q/A, any alternative should recognize

1. Automation moves capability of reference delivery closer to the user (e.g.: user can have his own DIALOG account)
2. Automation makes us less dependent on geography
3. Conversely, automation strengthens geographic relationships (e.g. can tap into local specialized resources)
4. Because of above (I 1-4), we may be shortchanging libraries who are unable to affaord automation

VI. FUNCTIONS

A. Education/Training

1. Question: is education/training better done locally or centrally (e.g. at System or BARC)

(a) automation part of "education/training" bundle--must take

place locally

(b) BARC now would only be considered one of a number of providers--don't know who are "best" trainers

(c) let buyer make decision in the marketplace

(d) Feedfback from BARC/SCAN on reference strategy is education/ training quality control

B. Quality Control

1. Physical delivery is not the problem--delays occur within the jurisdiction--processing the information is the problem.
2. SJVLS has electronic mail to almost all points--emphasis on communication.
3. Trade off: more delivery or faster communication.
4. GROUP CONSENSUS: group willing to trade off proximity for increased access (if speed and accuracy remain the same).
5. Automation allows for increased marketplace.
6. ILL decisions often made on basis of best service (choice made on basis of turnaround, not proximity).
7. California has never tested the marketplace for interlibrary reference.

C. Question Answering

1. How to allocate scarce resources

(a) Cap certain types of questions (e.g. poetry, etc.) by placing a time-limit or by not handling at all

(b) Some publication (e.g. SCAN UPDATES) have value as a centralized task (done once and shared)

(c) Identify what things are done best enterally vs. locally.

(d) "Centralized" can include a networking model (i.e., the same library does not have to do all "centralized" functions--multiple sources could perform multiple functions.

Automation could help here.

JH:cb

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PARTICIPANT LIST

Following is a list of the participants at the seven focus group meetings held from March 27 through April 23, 1986. Barbara Robinson, Study Consultant, was the facilitator for each of these meetings. Also shown are the recorders for each meeting who were not participants.

BEST COPY AVAILABLE

PARTICIPANT LIST
Focus Group Meetings, Barbara M. Robinson, Study Consultant

Carlsbad, March 27

Nancy King (CLSB)
Dept. of Communications Studies
Calif. State University, L.A.

Lois Clark (CLSB)
Medical Librarian
Long Beach Community Hospital

Carolann Tassios, Director
Yorba Linda Public Library

Ellen Sneberger, Asst. City Librarian
San Diego Public Library

Norm Reeder, Senior Librarian
Torrance Public Library

Eleanor Schmidt, Reference Coord.
Metropolitan Coop. Library System

Shula Monroe, Director
National City Public Library

Holly Millard, Director
Metropolitan Coop. Lib. System

Colleen McGregor, Director
Buena Park Library District

Chris Pickavet, Reference Coord.
Serra Research Center

Faun McInnis, Director, BARC
San Francisco Public Library

Christian Esquevan
Regional Community Library Director
San Diego County Library

*Jim Henson, California State Library

Oakland, April 9

Pat Guy, Head Reference Librarian
BALIS Reference Center

Lee White, Director
Oakland Public Library

Sandi Frey
Lake County Library

*Donever Waters, Lib. Asst.
Oakland Public Library

*meeting recorder

Ernie Siegel, County Librarian
Contra Costa County Library

Sue Holmer, Reference Coordinator
PLS REference Center

Jane Light, Director
Redwood City Public Library

Don Fuller, Director
Santa Clara Public Library

Nan Vaaler, County Librarian
Napa City-County Library

Rita Kane
Associate University Librarian
Public Services
UC Berkeley

Sheila Thornton, Chief
State Library Services Bureau
California State Library

*Jim Henson, California State Library

San Francisco, April 11

Janice Koyama (CLSB) Head
Moffit Undergraduate Library
UC Berkeley

Barbara Taylor
Reference Coordinator
North Bay Coop. Library System

John Frantz, Director
San Francisco Public Library

David Sabsay, County Librarian
Sonoma County Library District

Evelyn Greenwald, SCAN Director
Los Angeles Public Library

Joan Larson, Library Program Manager
Reference Services
San Mateo County Library

Ursula Meyer, County Librarian
Stockton-San Joaquin Co. Library

Nan Vaaler, County Librarian
Napa City-County Library

*Jo Trotter, Office Mgr., BARC
San Francisco Public Library

*Jim Henson, California State Library

PARTICIPANT LIST
Focus Group Meetings, Barbara M. Robinson, Study Consultant

Orange County, April 15

Hal Watson, Director
Pomona Public Library

Dorothy Uebele, Director
Palos Verdes Library District

David Snow, Director
Placentia Library District

Kathy Aaron, Reference Coord.
Inland System Reference Center

Winni Allard, Coordinator
Adult Services
Los Angeles County Public Library

*Rae Beverage, Branch Manager
Orange County Public Library

Harriet Covey, Director
Ontario City Library

Barbara Anderson, Co. Librarian
San Bernardino County Library

Linda Storsteen, Director
Palmdale City Library

Linda Crismond, Co. Librarian
Los Angeles County Public Library

Barbara Schreffler
Adult Services Librarian
Colton Public Library

Gail Yokote, Associate Biomedical
Librarian for Public Services
UCLA Biomedical Library

Clifford Lange, Director
Carlsbad City Library

Linda Wood, County Librarian
Riverside City-Co. Library

Pat Tarin, Executive Director
Santiago Library System

*Rene Koontz, Branch Manager
Orange County Public Library

Santa Monica, April 16

Christa Buswell, (CLSB)
Library Service
Wadsworth Medical Center
U.S. Veterans Administration

Christopher Cockroft, Reference Coord.
South State Reference Center

Gwen Cain, Reference Coordinator
Black Gold Information Center

Waynn Pearson, Director
Cerritos Public Library

Wyman Jones, Director
Los Angeles Public Library

Bill Tema, Director
Altadena Library District

Phyllis Pacheco, Dept. Dir. of Libraries
Kern County Library

Kathleen Sullivan, Principal Librarian
Information Services
Thousand Oaks Public Library

Carol Aronoff, Director
Santa Monica Public Library

*Linda Banner, Reference Librarian
MCLS Reference Center

Holly Millard, Director
Metropolitan Cooperative Library System

Eleanore Schmidt, Reference Coordinator
Metropolitan Cooperative Library System

Cathy Penprase, Adult Services Coord.
Ventura County Library

*Leslie Nordby, Reference Librarian
Los Angeles Public Library

*Meeting recorder

PARTICIPANT LIST
Focus Group Meetings, Barbara M. Robinson, Study Consultant

Saratoga, April 22

John Armstrong
California Library Services Board

Homer Fletcher, Director
San Jose Public Library

Mary Clare Sprott, Reference Coord.
South Bay Reference Center

Pam Hook, Reference Coordinator
Cupertino Community Library
Santa Clara County Library

John Sullivan, Director
Daly City Public Library

Ruth Stilwell, Director
Mountain View Public Library

Ursula Meyer, County Librarian
Stockton-San Joaquin Co. Library

*Anne Sklensky, Head
Reference Department
Santa Clara Public Library

Janie Barnard, Reference Coord.
MOBAC

Bobbie Morrison, Reference Librarian
Pacific Grove Public Library

*Linda Carroll, Reference Staff
SouthNet Reference Center

Sacramento, April 23

Mark Parker, System Coordinator
Mountain Valley Library System

Colleen Foster, Coordinator of Branch
Library Services
Stockton-San Joaquin Co. Library

Elaine Crowe, Reference
Shasta County Library

Sharon Vandercook, Reference Coord.
SJVLS

Judy Klapproth, Director
Eureka-Humboldt County Library

Jay Ector, County Librarian
Sutter County Library

Nancy Swain, Reference Dept. Head
Stanislaus Co. Free Library

John Kallenberg, County Librarian
Fresno County Free Library

Debra Westler, Reference Librarian
49/99 Cooperative Library System

Rob Richard, County Librarian
Sacramento Public Library

Jo Terry, County Librarian
Butte County Library

Charlotte Harriss, Head, Public Services
California State Library

Ursula Meyer, County Librarian
Stockton-San Joaquin Co. Library

Judy Lane, Reference Coordinator
Mountain Valley Information Center

Jim Hickson, Reference Librarian
Auburn-Placer Co. Library

*Rosemary Woodrow
Librarian, Central Services
Yolo County Library

*Jim Henson, California State Library

*meeting recorders

JH:slm
6/25/86

Appendix 3:

Minutes from the Regional Meetings

(Cerritos and Oakland, May 28 and May 30, 1986),

Prepared by James Henson, California State Library

REGIONAL MEETINGS

Cerritos - May 28, 1986

Oakland - May 30, 1986

Following are the summaries of the two regional meetings that were held to consider various models for the State-wide Reference Service.

Included in the summaries are:

- meeting agenda
- models
- general summary of ranked functions
- list of trade-offs (generic)
- meeting participant lists

BLUE SKY/GREY SKY MODELS

"Blue Sky" assumes that funding levels are unlimited (within reason); there are no major barriers for access to resources; and no barriers to organizational change.

"Grey Sky" assumes that funding levels will be limited to available CLSA allocations of approximately $1.5 million, with some possible augmentation from local fees (from libraries and systems, not from library patrons).

Items marked with an asterisk (*) indicates that the same point applies to both the Blue Sky and the Grey Sky versions of that model.

Model summaries were compiled by Jim Henson in consultation with the group leaders.

AGENDA

May 28, 1986 and May 30, 1986

Regional Meetings on Reference Referral in the

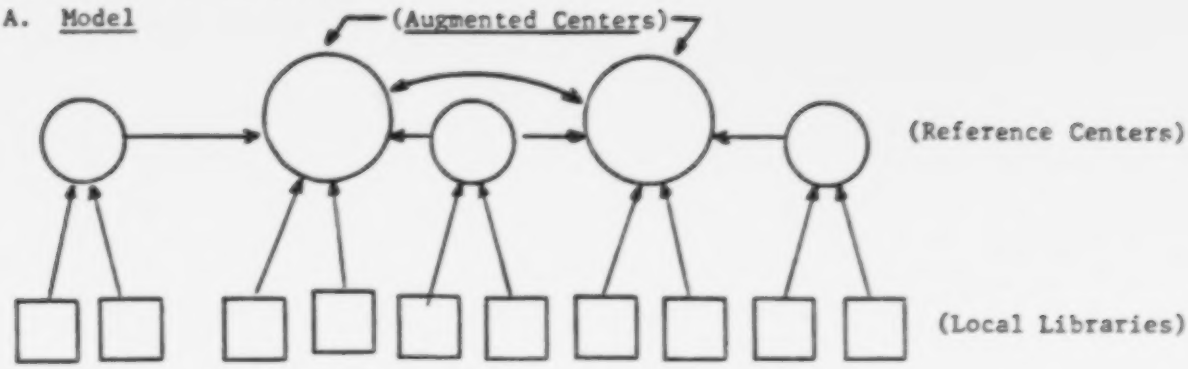
State of California

Time	Activity
9:30 - 10:30	Convene as large group to:
	- review agenda
	- outline process for meeting
	- highlight data from tables
	- present three models
	$ pyramid
	$ regional
	$ supermarket
	- brainstorm trade offs needed for decision making
10:30 - 12:00	Break into small groups (one group per model) to explore the following scenarios:
	1. BLUE SKY scenario (no $ constraints)
	- rank reference functions
	- design organization structure
	- discuss trade offs made in ranking functions and in designing organization structure
	2. GRAY SKY scenario ($1.5 million constraint-CLSA)
	- repeat activities listed under #1
	- prepare to report findings from both scenarios to large group (see below)

12:00 - 1:00	Reconvene large group to: - make small group reports over lunch
1:00 - 2:30	Large group discussion to: - reach consensus on § ranking of ref. functions § organization structure(s) § making trade offs
2:30 - 3:00	Identify next steps for follow on to study
3:00	Adjourn

I. REGIONAL MODEL - BLUE SKY

* A. Model



B. Structure

* 1. 7 or so strong reference centers

* 2. 2 or 3 reference centers augmented for super reference question handling or development of supermarket

* 3. Systems without reference centers would contract with a system that does provide the service.

C. Ranked Functions

	% of Resources	Function
1.	75%	Question handling
	10%	Education/training
	10%	Service to the underserved
	5%	Development of specialized resources
	100%	

D. Funding

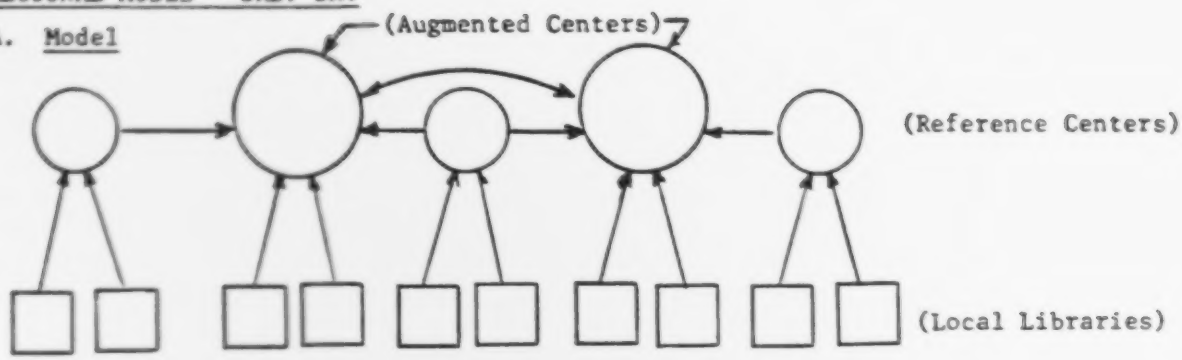
No funding element established.

E. Trade-offs

* Regional model does not provide for statewide leadership or resource development.

II. REGIONAL MODEL - GREY SKY

* A. Model



B. Structures

* 1. Identify 5-7 resource centers and build regions around them.
* 2. Augment 2-3 centers to handle super reference level referrals from other centers.
* 3. All 15 sytems remain in place. Systems without centers would contract with systems that have centers.
4. Optional approach is to maintain all 15 system centers and have regions specialize. Question answering is priority service - drop all other functions and fund augmentation of 2-3 centers.

C. Ranked Reference Functions

1. % of Resources	Functions
85% (see C.2 below)	Question handling
10%	Education/training
-0-	Quality control
5%	Development of specialized resources
100%	

2. Question Handling

75%	Advanced state of the practice
10%	Super reference
85%	

D. Funding

* No funding element proposed

5-28-86
Cerritos

E. Trade-offs

* 1. Regional model does not provide statewide leadership or resource development.

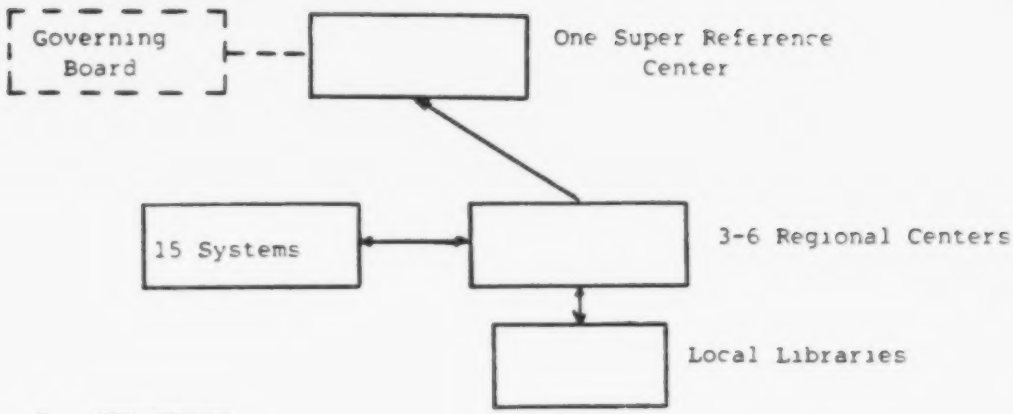
2. 7 may be too many reference centers to spread resources.

3. Not all regions will be equally strong.

4. If the number of regions was reduced to 2; however, this would no longer be a regional model.

I. PYRAMID MODEL: BLUE SKY

* A. MODEL



B. STRUCTURE

* 1. One super reference center

* a. performs question handling only

* b. Governing Board composed of representatives from local systems/ regional centers

* c. Governing Board provides direct overall management/coordination of super reference center.

d. more subject specialists

e. more access to specialists

* 2. 3-6 regional centers

* a. perform question handling

* b. may be other than existing reference centers.

* c. criteria for establishment of regional centers are availability of resources and cost effectiveness

d. specialized resource development

* 3. 15 existing systems provide education/training

* 4. Expand communication/delivery systems

5. Develop specialized files, high-tech equipment and training

* 6. Use local money to expand services

C. RANKED REFERENCE FUNCTIONS:

% of Resources	Functions
Equal	Question handling
Equal	Education/training
(none)	Quality control
Equal	Developing Specialized Resources

D. Funding:

* No funding levels estimated. However, local monies are expected to be used for expanded service

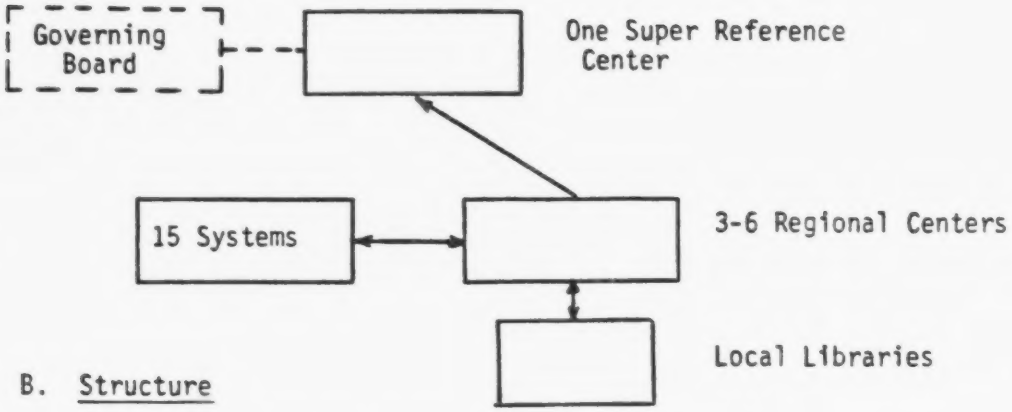
E. TRADE-OFFS

(None listed)

5-28-86
Cerritos

II. PYRAMID MODEL: Grey Sky

* A. Model



B. Structure

* 1. One super reference center

* a. Performs question handling only

b. Caps on time and cost per question

c. Specialized resources by subscription only (e.g. SCAN Updates)

* d. Governing Board composed of representatives from local Systems/ regional centers

* e. Governing Board provides direct overall management/coordination of super reference center

* 2. 3 - 6 regional centers

* a. Perform question handling

* b. May be established in locations other than existing centers

* c. Criteria for location are availability of resources and cost effectiveness

* 3. All 15 existing Systems would provide a reference component

* a. Education/training

b. Facilitate question handling activities (question answering provided at regional centers)

* 4. Need efficient and effective communications/delivery systems

* 5. Use local money to expand services

C. RANKED REFERENCE FUNCTIONS

15 System Centers	3-6 Regional Centers	Super Reference	Functions
None	High	High	Question Handling
High	Low	None	Education Training
None	None	Subscription only	Specialized Resources

D. Funding:

* No funding levels estimated. Super reference and regional centers to be supported on (fee/formula) basis from System level.

E. Trade-offs

Turn-around time considered very important.

5/28/86
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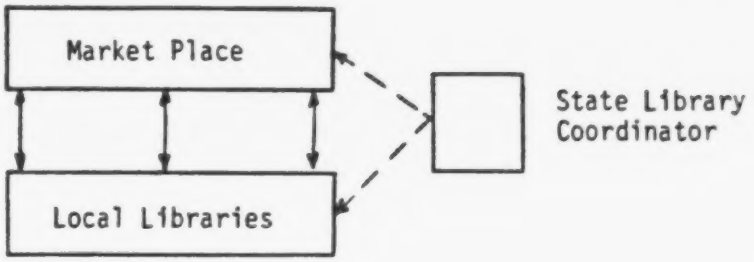
I. SUPERMARKET: Blue Sky

A. MODEL



B. STRUCTURE:

1. No levels - direct access to resources

* 2. State Library consultant to act as coordinator (ombudsman). Acts as catalyst.

* 3. Compensation to agency providing question answering, resource development, education/training

4. No structure except library agreements

C. RANKED REFERENCE FUNCTIONS:

% of Resources	Function
70%	Question Handling
20%	Education/training
5%	Quality control
5%	Developing specialized resources
100%	

Question Handling

o Garden Variety/state of the practice -- local library

o Advanced state of practice/super reference -- market place

D. FUNDING:

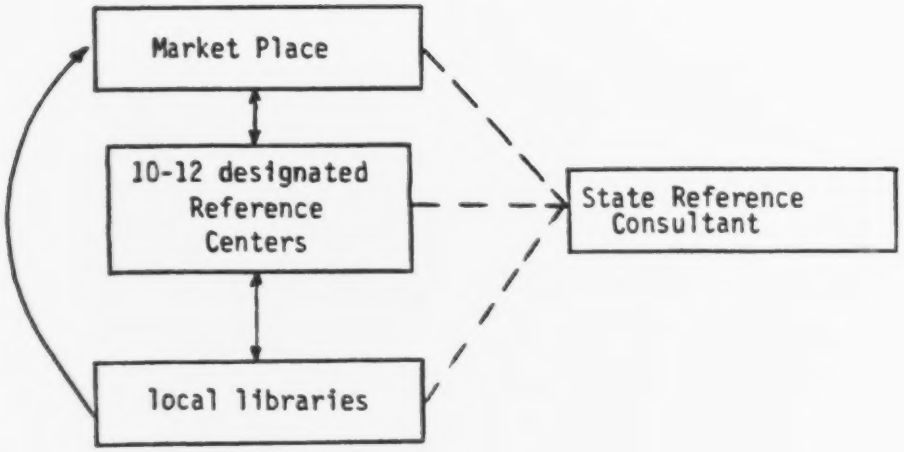
The agency providing question answering, specialized resources, education/training, will receive payment for these services.

E. TRADE-OFFS

1. Most local control
2. Quality control not difficult
3. Higher cost due to "false moves"
4. Longer turn-around time

II. SUPERMARKET: GREY SKY:

A. MODEL:



B. STRUCTURE:

1. "Shopping Center:" libraries can refer questions through reference centers or go directly to specialized resources

* 2. State Library consultant provides training, acts as a catalyst for local training, strengthens communications.

* 3. Agency providing question answering/resource development would receive compensation.

4. 10-12 designated reference centers provide question handling, resource development, education/training.

C. RANKED REFERENCE FUNCTIONS:

% of Resources	Function
70%	Question Handling
10%	Education/Training
5%	Quality Control
15%	Development of Specialized Resources
100%	

D. FUNDING:

Funding allocations estimated on percentage of $1,500,000 CLSA.

E. TRADE-OFFS

1. Most money would go to larger libraries and smaller libraries would be penalized.
2. High level of local control.
3. Quality control not difficult.

DISCUSSION OF MODELS - SUMMARY

1. Blue Sky Summary:

   Blue Sky concepts are important in order not to lose sight of desirable characteristics; however, they were not considered for detailed discussion during the meeting due to a shortage of time.

2. Grey Sky Summary:

   a. Supermarket model:

      (1) Consensus: Not acceptable/not practical

      (2) Consensus: Concept of State Reference Consultant not acceptable

   b. Pyramid model:

      (1) Super reference level seen as advantage.

      (2) Provides more support to systems with fewer and stronger centers.

      (3) Better value for money with one super reference center.

      (4) Similar in concept to "Regional" model, if "Super" reference center is one of the system centers.

   c. Regional model:

      (1) Uses existing structures.

      (2) Provides for fewer reference centers.

      (3) Closer to status quo.

      (4) Majority vote: Regional model most acceptable.

   d. General:

      (1) All Grey Sky models incorporate regional reference center concept.

      (2) All Grey Sky models suggest fewer reference centers to provide question handling.

      (3) Attention should be given to impact on all CLSA components (communication/ delivery, ILL, resource sharing, etc.).

5-2-86
Cerritos

LIST OF TRADE-OFFS

(GENERIC)

- Service Level
- Cost
- Speed
- Quality
- Geographic Proximity
- Changing arrangement
- Professional responsibility (philosophy of service)
- Collection depth vs. breadth
- Training (less/more/none)
- Staff expertise, specializations,
- Barriers to collection access
- Autonomy
- Publications (more/less/none/type)
- Independence/dependence
- Number of reference staff (host/reference center/local)
- Control (administration)
- Completeness of answer
- Personal links (system to BARC/SCAN, system to local library)
- Accuracy

BLUE SKY/GREY SKY MODELS

"Blue Sky" assumes that funding levels are unlimited (within reason); there are no major barriers for access to resources; and no barriers to organizational change.

"Grey Sky" assumes that funding levels will be limited to available CLSA allocations of approximately $1.5 million, with some possible augmentation from local fees (from libraries and systems, not from library patrons).

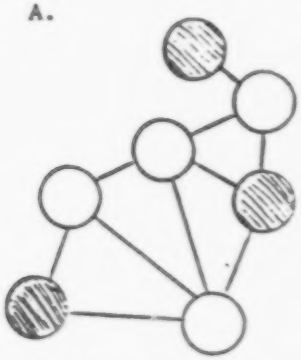
Items marked with an asterisk (*) indicates that the same point applies to both the Blue Sky and the Grey Sky versions of that model.

Model summaries were compiled by Jim Henson in consultation with the group leaders.

5-30-86
Oakland

II. REGIONAL MODEL - BLUE SKY

A.



○ - Reference Center with Specialized Collection

● - Reference Center without Specialized Collection

B. Structure

1. All 15 systems retain individual fully-staffed reference centers.

2. Each center would have (unlimited) budget for collection development.

3. Region structure would be based on a geographic arrangement, with rural or very small centers screening their questions into larger urban centers.

4. Reference centers could be established in either public libraries or academic libraries, depending on local circumstances.

5. Enhanced networking between systems
   (a) Electronic/telecommunication hook-ups would link centers.
   (b) There would be a greater degree of shared resources among reference centers.
   (c) Centers would establish subject areas for collection development and share them.
   (d) Interaction between centers would be strengthened.

C. Ranked Reference Functions

	% of Resources	Function	Priority
1.	60%	Question handling	1
	20%	Education/training	3
	5%*	Quality Control	2
	15%	Development of specialized resources	4
	100%		

*Assumes that quality control is incorporated in other functions

Regional Model - Blue Sky, cont.

2. Question Handling Breakdown

30%	Super reference
50%	Advanced state of the practice
20%	State of the practice
100%	

D. Funding

No funding levels were estimated; however, the assumption of "Blue Sky" is that funding is unlimited (within reason).

All funds would be received by the individual systems and disbursed into desired service areas.

E. Trade-offs (+ advantage, - disadvantage)

+1. Turn-around time may be reduced.

+2. Communication protocols among different types of libraries may be enhanced.

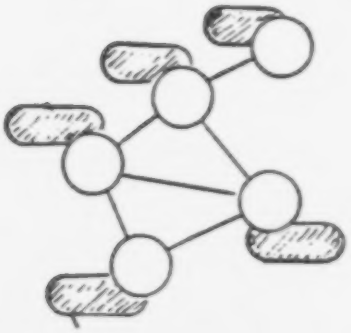
+3. (Lower costs may result per question)

* -4. Total number of questions answered may be reduced due to the absence of BARC/SCAN.

5-30-86
Oakland

I. REGIONAL MODEL - GREY SKY

A.



- Reference Center

- Non-Center Network

B. Structure

1. The Regional structure is based on a combination of system reference augmented by a local multitype network and addresses the issue of local control.

2. Total number of reference centers would be reduced to 10, in existing host libraries.

3. Centers will be located statewide, close to significant collections.

4. Systems without their own center will contract with one of the remaining 10 for service.

5. Activity will involve heavy levels of networking among centers.

6. Standardized levels of services will need to be established, to be determined by each center individually or on a statewide basis.

7. Super reference function will be based on supermarket approach (possibly on a fee basis). Who pays was not decided.

8. Development of specialized local collections will increase if there is no formal super reference level organization.

9. CLSB would set standards and individual systems would be responsible for meeting standards.

Regional Model - Grey Sky, cont.

10. Non-center networking (within a region) becomes very important.

11. Screening becomes an important issue.

12. Trade-off of less geographic proximity for greater access to resources is accepted. Levels of service would vary. Build on strength with host collections and special resources use existing centers, staff to avoid unnecessary start-up costs for new centers.

C. Ranked Reference Functions

1.

% of Resources	Function
75%	Question handling
8%	Education/training
2%	Quality control
15%	Developing specialized resources
100%	

2. Question Handling Breakdown

7%	Super reference
50%	Advanced state of the practice
43%	State of the practice
100%	

D. Funding

Amount	Source
$1.5 million	CLSA
$ X	Local augmentation from fees
$ none	Federal

All CLSA and local funds will continue to be directed to the 15 systems. Systems without their own system reference center would contract for reference services from one of the systems that operate a center.

Funding for BARC/SCAN services would come from regional centers, as part of supermarket. Supermarket level would have no geographic constraints - any center could go anywhere.

Regional Model - Grey Sky, cont.

E. Trade-offs

1. Lower levels of service

   (a) May have to establish cut-off points (limits) in question handling.

   (b) Levels of service may vary between urban/rural centers.

2. Judgments may be made about the kinds of questions handled.

3. Geographic proximity between the local library and the reference center may not be available.

4. Faster turn-around time may result from new approach.

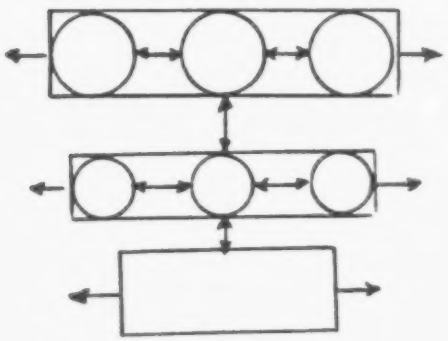
5. Lower costs may result from new approach.

*6. Total number of questions answered may be reduced due to absence of BARC/SCAN.

5-30-86
Oakland

II. PYRAMID MODEL: BLUE SKY

*A. Model



Super reference levels can consist of State Library, academic libraries, other special libraries, as well as large public libraries.

System Reference Center level

Local library level

B. Structure

*1. Regional centers would perform question handling function.

*2. Systems without reference capability would contract for question handling service.

*3. Top level (super reference) could include a "super market" of academic, large PL, other special libraries.

*4. Systems would provide education/training, and specialized resource development.

*5. There would be a high level of local control.

*6. There would be sifting of questions at each level.

*7. Each level would have the option of going anywhere in the hierarchy at any time.

*8. There will be reference staff with expertise at each level.

*9. In some cases, system reference centers could provide super reference function through their intertype networks.

C. Ranked Reference Functions

% of Resources	Functions	Priority
60%	Question handling	1
20%	Education/training	2
5%	Quality control	4
15%	Development of specialized resources	3

D. Funding

*No funding levels were estimated.

E. Trade-offs

1. Judgments about kinds of questions that will not be answered.

*2. Stop doing some things that were done in the past.

3. Turn-around time may be faster.

*4. Communication protocols will be needed among types of libraries.

*5. More local control of resources (local approach to meeting state-wide standards).

6. Greater degree of flexibility.

7. Geographic proximity less important.

*8. Staff training (how much, quality).

*9. Strengthen system level reference.

10. Development of multi-type networks.

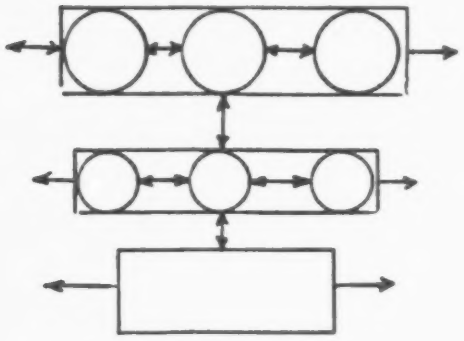
11. More time spent per question.

*12. Reference referral hierarchy.

5-30-86
Oakland

I. PYRAMID MODEL: GREY SKY

*A. Model



Super reference levels; can consist of State Library, academic libraries, other special libraries, as well as large public libraries.

System Reference Center level

Local library level

B. Structure

*1. Regional centers would perform question handling function.

*2. Systems without reference capability would contract for question handling service.

*3. Top level (super reference) could include a "super market" of academic, large PL, other special libraries.

*4. Systems would provide education/training, but not specialized resource development.

*5. There would be a high level of local control.

*6. There would be sifting of questions at each level.

*7. Each level would have the option of going anywhere in the hierarchy at any time.

*8. There will be reference staff with expertise at each level.

*9. Selected regional reference centers could provide super reference function.

Pyramid Model: Grey Sky, cont'd.

C. Ranked Reference Functions

1. % of Resources	Function
70%	Question handling
20%	Education training
-0-	Quality control
10%	Development of specialized resources
100%	

2. Question Handling Breakdown

None given.

D. Funding

*No funding levels estimated.

E. Trade-offs

1. Lower level of service possible.

*2. Systems will stop doing some of the things done in the past.

3. Turn-around time for questions may be slower.

*4. Communication protocols will be needed among various types of libraries.

*5. Local control of resources will be a local approach to meeting state-wide standards.

6. Less flexibility.

*7. Question of quality and type of staff training.

8. Super reference products such as BARC Notes are considered important and would be produced on a subscription (fee) basis.

*9. There will be a need to strengthen system level reference.

Pyramid Model: Grey Sky, cont'd.

10. Lower level of standards.

11. Development of multi-type networks.

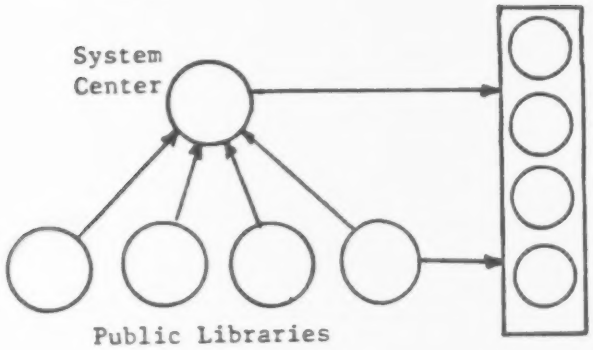
12. Less time spent per question.

*13. There will be a question-referral hierarchy.

5-30-86
Oakland

I. SUPERMARKET MODEL - BLUE SKY

A. Model



Resources

Academic libraries, large PL's, special libraries, information brokers, BARC, SCAN

B. Structure

1. Each system retains a reference center with full staff.

*2. Each center will have a liaison to direct questions to the most appropriate resource ("information broker" role).

*3. High level of networking and resource sharing.

*4. Individual libraries can go through system centers or go directly to outside resource.

5. High level of cooperation and resource sharing.

6. Requirement for knowledge of available resources.

*7. Assume "fees for service."

8. Assume no charge to library user.

9. Standard protocols will be established.

Supermarket Model - Blue Sky, cont'd.

C. Ranked Reference Functions

*1. % of Resources	Functions
60%	Question handling
10%	Education/training
20%	Quality control
10%	Developing specialized resources
100%	

*2. Question Handling Breakdown

20%	Super reference
80%	(Advanced state of the practice
	(State of the practice

D. Funding

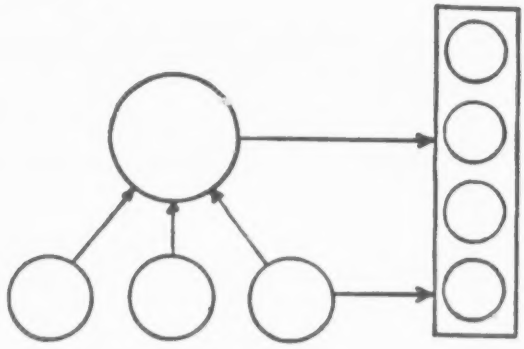
*No funding estimates given.

E. Trade-offs

1. Assumes unlimited funding and unlimited access to resources.
2. Networking occurs on a cooperative (with possible fees) basis.
3. No decrease in level of service.
4. High level of local control.
5. Geographic proximity available.
6. High level of flexibility.
*7. Standard protocols among various types of libraries needed.

1. SUPERMARKET MODEL - GREY SKY

A. Model



B. Structure

1. Reduced staff in each system reference centers. (No reduction in number of centers.)

2. No question answering function at system reference center.

*3. Each system center will have a liaison who will direct the question to the most appropriate resource ("information broker" role).

*4. High level of networking and resource sharing.

*5. Individual public libraries can go through system center or go directly to the outside resource.

6. Systems without a reference center would contract with a system that does to provide service.

7. Standard protocols would need to be established to make system understandable.

*8. Assume there will be a fee for service.

9. Local libraries will contribute a "fee" to system to cover expenses.

10. Assume no charge to library user.

11. Requirement for knowledge of available resources.

Supermarket Model - Grey Sky, cont'd.

C. Ranked Reference Functions

*1.	% of Resources	Functions
	60%	Question handling
	10%	Education/training
	20%	Quality control
	10%	Development specialized resources
	100%	

*2. Question Handling Breakdown

20%	Super reference
80%	(Advanced state of the practice
	(State of the practice

D. Funding

*No funding estimate given.

E. Trade-offs

1. Increased turn-around time.
2. Lower level of service.
3. Geographic proximity less available.
4. Judgments made on types of questions to be answered.
*5. Need for standard protocols.

5-30-86
Oakland

SUMMARY OF GENERAL DISCUSSION OF MODELS

1. Blue Sky Summary (All models)
   a. Implies a reference center approach
   b. Q/A function most critical
   c. Super reference implies many referral options, not just 1 or 2 centers.
   d. Lower level of service anticipated

2. Grey Sky Summary (All models)
   a. Exercise judgment to limit workload
      (1) Availability of resources and associated costs will determine decisions
      (2) Intellectual freedom issue

   b. Need for efficient communications between systems
   c. Resource sharing exists at present - between centers and their networking contacts
   d. Any new model which alters existing arrangements means an organizational change which will take time and money to implement.
      (1) i.e., formalizing arrangements between public libraries and academic libraries
      (2) Would have to go through central specialist (i.e. U.C. Berkeley librarian)
      (3) The proposed Supermarket models could result in increased demand for academic library participation. The resulting costs to academic libraries would require a reimbursement mechanism.
      (4) U.C. Berkeley could not support an expanded role without reimbursement.
      (5) (Faun) 5% of BARC questions benefit from U.C. Berkeley
      (6) (BALIS) 5% - 10% of BALIS questions benefit from U.C. Berkeley
      (7) (SoNet) Center defines question closely before going to Stanford. They only send that part of a question that they need to get at the campus.

Discussion on Models, cont'd.

3. Considerations, choices, trade-offs

a. Supermarket Model

(1) Fewer people at system centers

(2) Lots of outside sources and money for services

(3) Similar to other two models (all include system reference centers and access to multitype resources).

(4) Problems with supermarket

(a) Complex, expensive, top-heavy

(b) If paying for supermarket, both sides will get into quality control - could become elaborate and weighted down with paperwork (administrative costs)

(c) Too much structure devoted to supermarket services

(d) Too few people in reference centers, even though questions could be answered at system

b. Pyramid Model

(1) Pyramid uses Supermarket of outside sources (undocumented at present) as a top level

(2) Assumes resource sharing and money for service

(3) Money goes into regions - can spend on super reference level

c. Regional Model

(1) Combination of system reference and local network with Supermarket at top

(2) Money for informal network sharing among systems

(3) Regional Model uses non-center system networks

(4) Regional Model: need to locate centers where significant collections are

(5) Money goes into region - can spend on super level reference

d. If system centers have money, they can spend it at super reference centers - but BARC/SCAN need to know if they are going to exist, and funding needs to be available to them up front.

Discussion on Models, cont'd.

e. If BARC/SCAN are dismantled, reconstituting them would be virtually impossible.

f. CLSB set standards - regional systems are independent on how they meet those standards.

g. For Pyramid and Regional Models, all funds go to regional centers in both, and there are fewer system reference centers in both.

h. For Pyramid state funds go to system level. Some funds may or may not go directly to designated super reference providers.

LIST OF TRADE - OFFS (GENERIC)

- Lower level of service
- Judgments about kinds of questions answered
- Stop doing things done in the past
- Turn around time (question answering)
- Communications protocols between kinds of libraries
- Local control
- Flexibility
- Geographic proximity

PARTICIPANT LIST

REGIONAL MEETING
Cerritos, May 28, 1986

PYRAMID MODEL

Winni Allard, Coordinator
Adult Services
Los Angeles County Public Library

Gwen Cain, Reference Coordinator
Black Gold Information Center

(B) Christopher Crockroft, Reference Coordinator
South State Reference Center

(C) Leslie Nordby, Reference Librarian
Los Angeles Public Library

Phyllis Pacheco, Dept. Dir. of Libraries
Kern County Library

Waynn Pearson, Director
Cerritos Public Library

Cathy Penprase, Adult Services Coord.
Ventura County Library

Linda Storsteen, Director
Palmdale City Library

Kathleen Sullivan, Principal Librarian
Information Services
Thousand Oaks Public Library

(A) Bill Tema, Director
Altadena Library District

Hal Watson, Director
Pomona Public Library

Linda Wood, County Librarian
Riverside City-County Library

(A) group leader
(B) group reporter
(C) meeting recorder

Meeting/group facilitator: Barbara M. Robinson, Study Consultant

REGIONAL MODEL

Lois Clark (CLSB)
Medical Librarian
Long Beach Community Hospital

Christian Esquevan
Regional Community Library Director
San Diego County Library

Colleen McGregor, Director
Buena Park Library District

Holly Millard, Director
Metropolitan Coop. Lib. System

Shula Monroe, Director
National City Public Library

Chris Pickavet, Reference Coordinator
Serra Research Center

(A) Norm Reeder, Senior Librarian
Torrance Public Library

(b) Eleanore Schmidt, Reference Coord.
Metropolitan Cooperative Library System

(A) group leader
(B) group reporter
(C) meeting recorder

Meeting/group facilitator: Barbara M. Robinson, Study Consultant

SUPERMARKET MODEL

Kathy Aaron, Reference Coord.
Inland System Reference Center

Barbara Anderson, County Librarian
San Bernardino County Library

(C) Linda Banner, Reference Librarian
MCLS Reference Center

(A) Harriet Covey, Director
Ontario City Library

Linda Crismond, County Librarian
Los Angeles County Public Library

Pat Flowers, Head
Reference Services
Revera Library
UC Riverside

(B) Evelyn Greenwald, SCAN Director
Los Angeles Public Library

Clifford Lange, Director
Carlsbad City Library

Barbara Schreffler
Adult Services Librarian
Colton Public Library

David Snow, Director
Placentia Library District

Pat Tarin, Executive Director
Santiago Library System

Dorothy Uebele, Director
Palos Verdes Library District

(A) group leader
(B) group reporter
(C) meeting recorder

Meeting/group facilitator: Barbara M. Robinson, Study Consultant

PARTICIPANT LIST

REGIONAL MEETING

Oakland, May 30, 1986

PYRAMID MODEL

John Armstrong
California Library Services Board

(B- Linda Carroll, Reference Staff
C) SouthNet Reference Center

Elaine Crowe, Reference
Shasta County Library

John Frantz, Director
San Francisco Public Library

Sandi Frey
Lake County Library

Don Fuller, Director
Santa Clara Public Library

Pat Guy, Head Reference Librarian
BALIS Reference Center

Charlotte Harriss, Head, Public Services
California State Library

(A) Jane Light, Director
Redwood City Public Library

Ursula Meyer, County Librarian
Stockton-San Joaquin Co. Library

Ruth Stilwell, Director
Mountain View Public Library

Nancy Swain, Reference Dept. Head
Stanislaus County Free Library

Barbara Taylor, Reference Coordinator
North Bay Cooperative Library System

Jo Terry, County Librarian
Butte County Library

(A) Group Leader
(B) Group Reporter
(C) Meeting Recorder

Meeting/Group Facilitator: Barbara M. Robinson, Study Consultant

REGIONAL MODEL - OAKLAND

Janie Barnard, Reference Coord.
Monterey Bay Area Cooperative Library System

Homer Fletcher, Director
San Jose Public Library

Jim Hickson, Reference Librarian
Auburn-Placer County Library

Sue Holner, Reference Coordinator
Peninsula Library System Reference Center

Rita Kane
Associate University Librarian
Public Services
UC Berkeley

Judy Klapproth, Director
Eureka-Humboldt County Library

Clifford Lange, Director
Carlsbad City Library

(A) Mark Parker, System Coordinator
Mountain Valley Library System

Virginia Short
Head of Humanities/Soc. Sciences Dept.
University Library
UC Davis

(B) Ann Sklensky, Head
(C) Reference Department
Santa Clara Public Library

John Sullivan, Director
Daly City Public Library

Sheila Thornton, Chief
State Library Services Bureau
California State Library

Sharon Vandercook, Reference Coord.
San Joaquin Valley Library System

Deborah Westler, Reference Librarian
49/99 Cooperative Library System

(A) Group Leader
(B) Group Reporter
(C) Meeting Recorder

Meeting/Group Facilitator: Barbara M. Robinson, Study Consultant

SUPERMARKET MODEL - OAKLAND

Jay Ector, County Librarian
Sutter County Library

Colleen Foster, Coordinator
Branch Library Services
Stockton-San Joaquin County Library

(B) Jim Henson, Assistant Bureau Chief
Library Development Services
California State Library

Pam Hook, Reference Coordinator
Cupertino Community Library
Santa Clara County Library

Janice Koyama (CLSB) Head
Moffit Undergraduate Library
UC Berkeley

Judy Lane, Reference Coordinator
Mountain Valley Information Center

Joan Larson, Library Program Manager
Reference Services
San Mateo County Library

(A) Faun McInnis, Director, BARC
San Francisco Public Library

Bobbie Morrison, Reference Librarian
Pacific Grove Public Library

Mary Clare Sprott, Reference Coordinator
South Bay Reference Center

Nan Vaaler, County Librarian
Napa City-County Library

Lee White, Director
Oakland Public Library

(A) Group Leader
(B) Group Reporter
(C) Meeting Recorder

Meeting/Group Facilitator: Barbara M. Robinson, Study Consultant

Appendix 4:

Sample Survey Questionnaires:

- Reference Center/ BARC/ SCAN (Parts I - III)
- Host/Potential Hosts (Parts I - II)

April 21, 1986

MEMORANDUM

To: Reference Center Coordinators, and the Directors of BARC and SCAN

From: The Select Committee on Reference Referral:

Cliff Lange, Carlsbad City Public Library; Ursula Meyer, Stockton-San Joaquin County Public Library; Holly Millard, Metropolitan Cooperative Library System; Nan Vaaler, Napa City-County Public Library; and Linda Wood, Riverside City and County Public Library.

Re: Data we need from you by May 1, 1986

As you know, the California State Library hired Barbara M. Robinson in early February, 1986 to conduct a study on reference referral in California. We are working as advisors to Barbara and the staff at the State library. Together we are trying to gain an understanding of the costs associated with the reference referral process and the public library reference resources available in the state.

Originally, the mission of the study was to determine the most cost effective and efficient way to make available the services now provided by BARC and SCAN. In the two months since the study began, we agreed with Barbara's recommendation that the scope of the study be expanded to include the 17 reference centers as well as BARC and SCAN.

Consequently, we need your help. We need you to complete all three parts of the Reference Center/BARC/SCAN Questionnaire:

Part I: Current Reference Center/BARC/SCAN Staff Profile

Part II: Reference Center/BARC/SCAN 1984-5 Expenditures

Part III: Additional Data from Reference Center/BARC/SCAN

The data you provide will be used to calculate unit costs for the following reference functions, which are performed at each of the 17 reference centers, and at BARC and SCAN: question answering, education and training (which includes the quality control function), and developing specialized resources (which includes developing finding tools, and collection development). For those of you who have attended one of the seven regional focus groups, you know that we have defined "reference resources" to include: the reference collection, the general collection, the periodicals collection, the government documents collection, the reference staff, data base searching, and telephone use.

Return the completed questionnaire by MAY 1, 1986.

We apologize for asking you to respond so quickly. The study is being conducted in a very short time period (five months) and therefore time is very compressed.

Your responses will be aggregated and used for decision making in the two regional focus group meetings at the end of May. Recommended priorities and organizational structures for delivering reference services statewide will depend on your data.

We realize that you may have to provide estimates for some of the questions. Estimates are far better than not responding at all. Do the best you can in the short time that you have.

Note: At the same time that we are seeking information from each of you, we have also sent a separate survey form to your "host" library. We have enclosed a copy of the "Host" Public Library Reference Resources questionnaire for your information. Through that questionnaire, we hope to learn what kinds of reference resources are available to you because you are located in the host library. Please meet with the Director of your host library to explain the intent of this data collection effort and to insure that both you and the host library complete each questionnaire by May 1, 1986.

PLEASE COMPLETE THE INFORMATION REQUESTED IMMEDIATELY AND RETURN IN THE SELF ADDRESSED ENVELOPE TO BARBARA M. ROBINSON BY MAY 1, 1986. If you have any questions you can reach Barbara by telephone at 415-843-1796, or via her Ontyme account CSL/SUPREF. Thank you for your participation. Thank you for your assistance. We look forward to hearing from all 19 of you.

April 21, 1986

PART I: Current Reference Center/BARC/SCAN Staff Profile

Please report information on all staff members, including support and part-time staff, who are presently working in the reference center, or in BARC, or SCAN.

Please use one profile form per staff member. XEROX ADDITIONAL COPIES OF THIS PROFILE FORM, AS NEEDED.

1. Job Title: _____

2. Check one: ___ Professional
   ___ Contract labor
   ___ Support

3. Check one: ___ Full time
   ___ Part time

4. If full-time, report:

   4a. annual salary: $_____

   4b. benefits: $_____

5. If part-time, report:

   5a. Number of hours per week: _____

   5b. Hourly wage: $_____

   5c. Benefits (if receive): $_____

6. Education: (Check as many as apply)

   ___ high school, or equivalent
   ___ B.A./B.S.
   ___ M.L.S., M.S. in L.S., or B.S.in L.S.
   ___ Other Masters degree. Specify subject:_____
   ___ PhD. Specify subject:_____
   ___ Other. Specify:_____

7. Number of years of professional reference experience (do not respond for support staff):_____

8. Number of years on system reference center, or BARC, or SCAN staff:_____

9. Number of years of reference experience in host library, prior to joining staff of reference center, or BARC, or SCAN (If does not apply, indicate "not applicable"):_____

10. Duties (allocation of time):

(a) What percentage of total work time is spent on reference (the definition of reference is reflected in categories listed in question b below)

Percentage of total time spent on reference:_____%

(b) Of the time spent on reference, how much is allocated to the following tasks:

b1.	Administrative:	_____ %
b2.	Question answering:	_____%
b3.	Education and training and quality control:	_____%
b4.	Developing specialized resources (includes finding tools and collection development):	_____%
b5.	Serving the underserved:	_____%
b6.	Other (please describe):	_____%
	Total	100 %

REMINDER: USE ONE FORM PER STAFF MEMBER

April 21, 1986

Instructions and Definitions for Part II:

Reference Center/BARC/SCAN 1984-5 Expenditures

This sheet provides a summary of data about the Reference Center/BARC/SCAN. Please read the definitions and instructions carefully. At the very least, be sure to fill in the column marked "total." All other data can be expressed in percentages of the total. Since the functions are somewhat artificial, we realize that you will have to work with your data. Do the best you can. It is far better to estimate than not to answer at all.

The column headings across the top of the sheet refer to the reference functions, which were defined at length in the handout prepared by Barbara M. Robinson for the April 1986 focus groups. Since some of the definitions were expanded in the course of group discussion, they are listed here:

Note that education and training have been combined with quality control for the purpose of this data collection activity. Also note that developing specialized resources has been expanded to include the developing of finding tools, and collection development. "Serving the underserved" only applies to the Reference Centers. "All other" provides a miscellaneous category so that all rows sum to 100%. If "all other" has more than 5% resources in it, please describe what is included in this category.

Definitions

Professional employees: All permanent and temporary reference center/ BARC/SCAN employees with M.S. in L.S., M.L.S., or B.S. in L.S. degrees. May include some staff who are reference librarians without having any of the above. Also may include individuals with advanced degrees, such as a masters or a Phd in a subject area (e.g., French, History, Law,...), who may not have a library science degree.

Contract labor: All personnel who are hired under contract for a specified time period to perform a specific reference task or tasks, e.g., serve as a trainer, or serve as a stringer, who is either based at a neighboring library, or goes to the neighboring library, in order to answer reference questions from the reference center/BARC/SCAN.

Support Staff: All non-professional reference staff involved specifically in the process of answering questions. Includes xeroxing, searching the catalog, retrieving materials, typing letters, making phone calls, and answering reference questions.

Data-Base Searching: Commercial data bases such as Lockheed and BRS offerings. Does not include bibliographic utilities, such as OCLC and RLIN.

Instructions

The purpose of this question is to summarize reference center/BARC/SCAN expenditures by program which includes the three reference functions, defined as question answering, education and training and quality control, and developing specialized resources. To round out the program, there are two additional columns: "serving the underserved" (which only applies to the reference centers, who are required by the CLSB to spend some CLSA funds on this activity), and any "other" reference-related program that falls under the reference center/BARC/SCAN's purview.

Note: Please report total expenditures for FY 1984-5. Include in your calculations all funds committed to the reference center, whether they were CLSA, or local funds.

I. Percent of Work Time:

Aggregate the data collected from each of the staff profiles collected in Part I: Current Reference Center/BARC/SCAN Staff Profile. Allocate by rows the total work time by category of employee (1.professional, 2. contract, 3. support) spent in each of the five program areas (question answering, ed/training, spec.resources, serving underserved, other). Express total work time by each category of labor in percent terms. The distribution must sum to 100% across the five columns.

II. Direct Salaries + benefits:

Direct Salaries:

Calculate person year equivalent by multiplying the yearly salary by the proportion of the year worked. For example, if an employe worked 3/4 of the year, and his/her annual salary would have been $20,000 if he/she had worked the full 12 months, divide the twelve month salary by 3/4 to calculate the direct salary, which in this case would be $15,000.

Benefits:

Includes items such as social security, workman's compensation, disability, medical, etc. Most organizations calculate the benefit rate as a percentage of the annual, or pro-rated direct salary.

To get the total of direct salaries + benefits, add the two together for each staff member. Pro-rate both to reflect the portion of the year worked and report in the "total" column.

III. Other Direct Costs:

Calculate the following direct costs: data base searching, telephone, reference materials (host and center), related supplies and equipment, and other direct costs.

7. Data base searching data: Report the following data: Number of searches (on commercial data bases). Each question searched on a single data base counts as one.

8. Total costs (of data base searching). Include connect costs, royalties, and any other direct costs of searching commercial data bases, such as those offered by Lockheed and BRS. Exclude all labor costs. Exclude OCLC and RLIN. In addition to reporting the total, please allocate data base searching costs associated with each of the five programs/columns. If data base searching is 100% allocable to question answering, just report 100% in column 2.

9. Telephone. Telephone costs, associated with reference inquiry, are not usually allocable to reference because they are charged against the communications and delivery function (according to the regulations governing CLSA). Nevertheless, please estimate total telephone costs and if possible the percentage shares allocable to each of the five programs/columns.

10. Reference materials. Please report the total dollars spent on reference materials for 10a the host collection, and for 10b the reference center collection. If possible, please allocate the total dollars for 10a and 10b to each of the five programs/columns.

11. Supplies and equipment. Include the direct cost of any office equipment that is leased, or purchased to perform reference services. Do not report "in kind" contributions by your "host" here. We will get those data from the Part II: Contributions by Host Libraries to Reference Centers/BARC/SCAN: 1984-5 questionnaire which is being sent to hosts. If possible allocate the total costs of supplies and equipment by percentage shares to each of the five programs/columns.

12. Other. Include any other direct costs associated with the five programs/columns which must be reported here, in order to reflect total expenditures. Allocate the total cost of "other" by percentage shares to each of the five programs/columns.

IV. Indirect Costs: Calculate costs of heat, light, space, and other overhead items if you know it. If these are "in kind" contributions from the "host," please use the indirect cost figure calculated by the "host" in Part II: Contributions by Host Libraries to Reference Centers: 1984-5.

V. Total Expenditures: Add rows 4-12 to calculate total expenditures.

Part II: Reference Center/BARC/SCAN 1984-5 Expenditures
(See attached instructions)

Name of Center:_____

	Total (1)	Program: Question Answering (2)	Education, Training, Qual Cntrl (3)	Develop Specialized Resources (4)	Serving Under-served (5)	All Other (6)
I. Percent of work time						
1 Professional employees	100 %	_____%	_____%	_____%	_____%	_____%
2 Contract labor	100 %	_____%	_____%	_____%	_____%	_____%
3 Support staff	100 %	_____%	_____%	_____%	_____%	_____%
II. Direct Salaries + benefits						
4 Professional employees	$_____					
5 Contract labor	$_____					
6 Support staff	$_____					
III. Other Direct Costs						
Data-Base Searching						
7 No. of searches	#_____	_____%	_____%	_____%	_____%	_____%
8 Total costs	$_____	_____%	_____%	_____%	_____%	_____%
9 Telephone	$_____	_____%	_____%	_____%	_____%	_____%
10 Reference materials	$_____	_____%	_____%	_____%	_____%	_____%
10a For host collection	$_____	_____%	_____%	_____%	_____%	_____%
10b For center collection	$_____	_____%	_____%	_____%	_____%	_____%
11 Supplies and equipment	$_____	_____%	_____%	_____%	_____%	_____%
12 Other	$_____	_____%	_____%	_____%	_____%	_____%
IV. Indirect Costs	$_____	_____%	_____%	_____%	_____%	_____%
V. Total Expenditures	$_____	_____%	_____%	_____%	_____%	_____%

April 21, 1986

PART III: Additional Data from Reference Center/ BARC/SCAN

Please complete:

Name of Responding Reference Center:_____
or BARC:__
or SCAN:__

Name of Individual completing form:_____

I. SPECIAL ARRANGEMENTS TO ACCESS ADDITIONAL RESOURCES

Some of you have made special arrangements to access additional resources, including neighboring collections. Please complete the following information. If you need more space please attach additional sheets. Be sure to indicate to which question you are responding and to write your name, date, and the name of the reference center, BARC, or SCAN on each additional sheet. Thank you.

1. Special arrangements are made to access neighboring collections:

Yes: ___ No: ___

If yes, please describe the nature of the arrangements in questions 2-5 below (If question does not apply, state "not applicable"):

2. Reference Center, BARC, or SCAN staff are sent to the following neighboring libraries (If yes, please list the libraries and the frequency of use):

3. Other arrangements are made for accessing resources that enhance reference capabilities of the reference center, BARC, or SCAN (If yes, please describe the nature of the arrangements):

4. Staff at neighboring libraries are under contract to provide reference support to reference center BARC, or SCAN staff (please specify library and terms):

6. Reference Center, BARC, or SCAN staff are based at the neighboring library (please specify each library and the terms of the arrangement,including hours,work space, availability of office equipment, such as telephone, xerox, and charges associated with use):

II. POLICY STATEMENT ON REFERENCE SERVICE.

5. Do you have a policy statement on the amount of time you will spend per question and types of questions you will/will not answer?

Yes: ____ No: ____

6. If yes, please attach reference policy statement with this form. Statement attached?

Yes: ___ No: ___

III. STATUS OF REFERENCE RECIPROCITY BETWEEN HOST AND REFERENCE CENTER, BARC, or SCAN.

1. Does the host library use the Reference Center, BARC or SCAN reference staff with some frequency (that is more than once or twice a week) to assist in reference at the location where the Reference Center, BARC and SCAN staff are based?

Yes: ___ No: ____

2. If yes, check as many as apply below:

Question answering:____ Education and training: ____

Developing finding tools:____ Collection Development: ____

Other (please describe):

3. Do the reference center staff, BARC, or SCAN staff consult with the reference staff of the host who work in the same building with them?

Yes:___ No:____

4. If yes, check as many as apply below:

Question answering:____ Education and training: ____

Developing finding tools:____ Collection Development: ____

Other (please describe):

April 21, 1986

MEMORANDUM

To: Public Library directors who "host" a system reference center/BARC/SCAN, or who have large reference resources in a central location.

From: The Select Committee on Reference Referral:

Cliff Lange, Carlsbad City Public Library; Ursula Meyer, Stockton-San Joaquin County Public Library; Holly Millard, Metropolitan Cooperative Library System; Nan Vaaler, Napa City-County Public Library; and Linda Wood, Riverside City and County Public Library.

Re: Data we need from you by May 1, 1986

As you may know, the California State Library hired Barbara M. Robinson, in early February to conduct a study on reference referral in California. We are working as advisors to Barbara and the staff at the State library. Together we are trying to gain an understanding of the costs associated with the reference referral process and the public library reference resources available in the state. Originally, the mission of the study was to determine the most cost effective and efficient way to make available the services now provided by BARC and SCAN. In the two months since the study began, we agreed with Barbara's recommendation that the scope of the study be expanded to include the 17 reference centers as well as BARC and SCAN.

Consequently, we need your help. We need you to complete the attached questionnaire, which is in two parts:

Part I: Host Public Library Reference Resources

Part II: Contributions by Host Libraries to Reference Centers: 1984-5

You have been selected to respond either because you are presently a "host" to a reference center, or to BARC, or SCAN, or because you have been identified as a potential reference resource. If you are not presently a "host," but have received this questionnaire, please respond as if you were a "host."

For those of you who have attended one of the seven regional focus groups, you know that we have defined "reference resources" to include: the reference collection, the general collection, the periodicals collection, the government documents collection, the reference staff, data base searching, and telephone use.

Return the completed questionnaire by MAY 1, 1986.

We apologize for asking you to respond so quickly. The study is being conducted in a very short time period (five months) and therefore time is very compressed. We fully understand that it is a rare library that keeps separate figures on its reference collection vs. its general collection. Give us your most thoughtful and realistic estimate if you do not have hard data.

Estimates are far better than not responding at all. Do the best you can in the short time you have.

Note: If you are presently a "host," please note that we have also sent a separate questionnaire to your "guest," i.e., the reference center/BARC/SCAN. The data they provide will be used to calculate their unit costs for performing the following reference functions: question answering, education and training (which includes the quality control function), and developing specialized resources (which includes developing finding tools, and collection development).

"Hosts," please meet with the reference center coordinator/director of BARC/director of SCAN, in order to coordinate your data collection efforts.

PLEASE COMPLETE THE INFORMATION REQUESTED IMMEDIATELY AND RETURN IN THE SELF ADDRESSED ENVELOPE TO BARBARA M. ROBINSON BY MAY 1, 1986. If you have any questions talk to your reference center coordinator, who is participating in a parallel data collection effort in which we are asking for information on reference center/BARC/SCAN staff and expenditures. You can reach Barbara by telephone at 415-843-1796, or via her ontyme account CSL/SUPREF.

Thank you for your participation. Barbara will send you the summary data in mid-May for your review. You will also receive a copy of the final report upon completion.

April 21, 1986

Part I: "Host" Public Library Reference Resources

The intent of this survey is to learn more about the "host" collections which are being used by the 17 system reference centers, BARC, and SCAN to answer reference questions. In addition, this survey form is being sent to a number of public libraries which may have large reference collections and general collections, housed in at least one central collection. Since the California annual statistics do not report central collections separately, your library has been selected based on the size of your local library's total volume count for the system.

Note: If you do not have a "strong" central reference collection (we do not yet have a definition of what constitutes "strong so use your judgment), please fill in only the first two questions below and return the questionnaire without completing the remainder. If, on the other hand, you have more than one strong reference collection in your local library system, please xerox additional copies of this form, and fill in one form for each location. Thank you.

MAIL NO LATER THAN MAY 1, 1986

I. Respondent data:

1. Name of local public library system reporting: _____

2. Name of individual completing this form:_____

   telephone number with area code: ( )-

3. My local library system has a strong reference collection:

   Yes:____ No: _____ If no, stop here. Return the form in the envelope enclosed. Thank you.

4. If yes, please identify the location of reference collection for

   which data are being reported:_____

   Note: complete additional copies of this survey form if you have more than one strong reference collection in your local system.

II. Time Period:

The following data are reported for a one year period. Please check one below:

FY 1984-85: _____ Calendar year 1985: _____

Name of central location for which data are reported:_____

Name of individual completing the form:_____

III. Composition of Reference Staff at the Central Location:

In this section, we are trying to identify what kind of support is available to reference center, BARC and SCAN staff at the host location, or would be available were the large public libraries responding to this survey to become hosts.

Note: The definition of reference includes: question answering, developing finding tools, collection development, and providing education and training related to reference.

1. How many full-time equivalent (FTE) staff provide reference assistance at the central location? (Note: Convert part-time staff into FTE. For example, a staff member working 1/2 time on the reference desk and 1/2 time on the circulation desk, counts as 1/2 FTE)

   Total FTE providing reference services:_____

2. Of these, how many have an M.L.S., an M.S. in L.S., or B.S. in L.S. degree?

   Total FTE reference staff with library science degree: _____

3. Of these, how many are working as reference librarians without any of the degrees listed in question 2 above?

   Total FTE reference staff <u>without</u> library science degree, working as reference librarians:_____

4. How many reference staff have advanced degrees(M.S. or P.H.D) in a subject area?

   Total FTE reference staff with advanced degrees_____

5. If you completed question 4, please list subject areas for each reference staff member with an advanced degree (please list):

IV. Collections at the Central Location:

This section asks for information which is not normally broken down by these categories -- reference vs. general collection. We appreciate that some of you may have to estimate in order to respond. Estimates are fine. We are trying to get an order of magnitude of the reference resources available in large public libraries in California. We would much rather have you estimate than not answer.

Please check off next to each answer whether the number reported is an estimate, or a precise number. Thank you.

Note: The term "General collection" includes everything but the reference collection, periodicals, and government documents.

The term "Reference collection" includes everything physically housed in the reference area and/or designated as reference on the spine.

The general collection plus the reference collection plus periodicals plus government documents should add up to the "total collection."

Name of local public library system reporting: _____

Name of collection for which reporting (library):_____

Reference Resource	Amount	Estimation method	
		soft data (Check One)	hard data
1. General collection (volumes)	_____	_____	_____
2. General collection (titles	_____	_____	_____
3. Reference collection (volumes)	_____	_____	_____
4. Reference collection (titles)	_____	_____	_____
5. Periodicals (titles)	_____	_____	_____
6. Government documents (items)	_____	_____	_____

7. Is your central location a government depository?

Yes: ___ No: ____

8. If yes, indicate for which kinds of documents:

V. Annual acquisitions at central location:

Once again we ask you to report data which are not usually broken out in two separate categories: general collection and reference collection. Do the best you can. If you need to estimate, please do so. Be sure to check the column for each answer to indicate whether the number reported is an estimate or precise. Thank you.

Reference Resource	Amount	Estimation method (Check One) soft data	hard data
1. General collection (volumes)	_____	_____	_____
2. General collection (titles)	_____	_____	_____
3. Reference collection (volumes)	_____	_____	_____
4. Reference collection (titles)	_____	_____	_____
5. Periodicals (current subscript.)	_____	_____	_____

VI. Acquisition expenditures:

In this section, please report dollars spent last year (FY 1984-5, or calendar 1985). Do not report amount "budgeted." We are seeking figures on actual expenditures. Once again, if you do not know the precise cost, please estimate, and check the appropriate column. Thank you.

Reference Resource	Amount	Estimation method (Check one) soft data	hard data
1. General collection:	$_____	_____	_____
2. Reference collection:	$_____	_____	_____
3. Periodicals:	$_____	_____	_____

VI. Other Reference Resources

In this section, we are seeking information on data base searching and long distance telephone use. Both of these are resources which enhance the reference process.

Note: "data base searching" is defined here as those data bases offered by commercial vendors such as Lockheed and BRS. Exclude OCLC and RLIN searching).

Report the number of data base searches (whether you charged or not). Each question searched on a single data base counts as one. Report the dollars spent searching last year, including all direct costs, such as connect time, royalties,etc. Exclude staff time associated with data base searching.

1. Data base searching:

1a. Number of questions searched last year: _____ _____ _____

1b. Total dollars spent searching (exclude staff time) $_____ _____ _____

2. Do you use long distance telephone for reference inquiry?

Yes:____ No:_____

3. If yes, check (one or both) to indicate the use of long distance telephone for reference inquiry:

In-state:_____ Out-of-State:_____

Thank you for completing this survey form. We will provide you with the aggregated data towards the end of May 1986. Return in the enclosed mailer to: Barbara M. Robinson, 3009 Hillegass, Berkeley, CA 94705

MAIL NO LATER THAN MAY 1, 1986.

April 21, 1986

Part II: Contributions by Host Libraries to Reference Centers: 1984-85

The intent of this question is to calculate the contributions of resources by the host library to the operation of the reference center. We realize that it will be difficult to make accurate calculations. We are trying to get some sense of the extent to which hosts contribute "in kind" services to the reference centers. Do the best you can. It is better to estimate than not to respond. Try not to inflate the numbers. Please attach your work sheet to show how you arrived at the cost of each item.

Note: Only resources which could be used for other activities are to be counted. These resources include: office space, utilities, custodial and maintenance, office, contributed management and administrative support, contributed host reference librarian assistance, and any other direct charges. Do not report fixed costs, such as the cost of the host collection. In order to assist you in making these calculations, please confer with the reference center coordinator, who is calculating the reference center's total direct and indirect rate in response to a questionnaire which they have received from us. It may be helpful if you know the total direct costs of the reference center, since indirect costs are often calculated as a percentage of direct costs.

INDIRECT COSTS (CONTRIBUTED BY HOST):

Office space: Calculate the lease value of the space occupied by the reference center (i.e., the rent), plus the cost of shared common space, if applicable. The host library may have a standard way of making this calculation.

Utilities: Calculate the cost of heat, light, air conditioning, etc., which can be assigned to the reference center space. The cost may include telephone, if not charged directly. You may compute this cost as a share of the host's total direct costs, or based on the percentage of office space used by the reference center.

Custodial and Maintenance: Often calculated as a share of total direct costs, or based on total office space.

DIRECT COSTS (CONTRIBUTED BY HOST):

Contributed Host Reference Staff: Calculate the cost of services provided by the host's reference staff and subject specialists.

Contributed management and administrative support: Calculate the cost of host personnel (salary plus benefits), who assisted in the management or administration of the reference center. For example, the host's business manager, or city hall's business office; the host library director if he/she is expected to supervise the reference center staff, etc.

Other direct charges: Include costs such as special reference materials purchased by the host from the host's budget, specifically for the use of

the reference center; special training provided to reference center staff by the host, etc.

Contributions by Host Libraries to Reference Centers: 1984-85

Name of Host Library:_____

Name of Individual completing the form:_____

Check one: Information reported for FY 1984-5 ___ Calendar year 1985 ___

INDIRECT COSTS (CONTRIBUTED BY THE HOST)

Office Space	$_____
Utilities	$_____
Custodial and Maintenance	$_____

DIRECT COSTS (CONTRIBUTED BY THE HOST)

Contributed Host Reference Staff	$_____
Contributed Mgt. and Administration	$_____
Other direct charges	$_____
Grand Total	$ ==========

Appendix 5:

Key Meetings and Key Materials

KEY MEETINGS HELD AND KEY MATERIALS PREPARED

DURING THE COURSE OF THE STUDY

ON SUPER REFERENCE

February 1986 - June 1986

KEY MEETINGS:

February 7: Contract commences.

February 10: Conference call with Gary Strong and Jim Henson on scope of work.

February 13: Meeting with Faun McInnis, Director of BARC; San Francisco.

February 14: Meeting with John Frantz, Director, SFPL; San Francisco.

February 18: Meeting with Members of the Select Committee and Gary Strong: Griswold Inn, Claremont.

February 19: Meeting with Wyman Jones, Director, LAPL; Los Angeles.

February 19: Meeting with Evelyn Greenwald, Director of SCAN; Los Angeles.

February 19: Meeting with Eleanor Schmidt, Reference Coordinator, MCLS; Los Angeles.

March 3: Meeting to debrief with Gary Strong and Jim Henson; Sacramento.

March 3: Meeting with Sheila Thornton and Charlotte Harriss, California State Library; Sacramento.

March 7: Conference call with Ad Hoc Reference Committee: Pat Flowers, Debra Miller, and Virginia Short.

March 17: Meeting with Rita Kane and Pat Kreitz, U.C. Berkeley libraries: Berkeley.

March 26: Meeting with Margaret Queen and Department Heads, San Diego Public Library; San Diego.

March 26: Lunch meeting with Chris Pickavet, Serra Reference Coordinator and Margaret Queen; San Diego.

March 26: Meeting with Muriel Goldwasser to discuss the "library game;" San Diego,

March 27: Focus Group #1-Carlsbad.

March 28:	Meeting with Ad Hoc Reference Committee; San Diego.
April 1:	Meeting with Select Committee to debrief on Carlsbad; Sacramento.
April 1:	Meeting with Cameron Robertson on CLSA; Sacramento.
April 9:	Focus Group #2 - Oakland Public Library.
April 13:	Focus Group #3 - San Francisco Public Library.
April 15:	Focus Group #4 - Orange County Public Library.
April 16:	Focus Group #5 - Santa Monica Public Library.
April 16:	Meeting with Anne Hinkley, UCLA libraries; Los Angeles.
April 22:	Focus Group # 6 - Saratoga.
April 23:	Focus Group #7 - Sacramento.
April 24:	Meeting with Wyman Jones and Gary Strong; Los Angeles.
May 14:	Meeting with Select Committee; Sacramento.
May 15:	Presentation by B. Robinson to the Congress of Systems Third Level Reference Committee luncheon with participation by Cliff Lange, Ursula Meyer, and Holly Millard; Sacramento.
May 16:	Meeting with Lee White, Director, Oakland Public Library; Oakland.
May 28:	Regional Meeting in the South - Cerritos Public Library.
May 30:	Regional Meeting in the North - Oakland Public Library.
June 9:	Meeting with Anne Kincaid, SFPL and Faun McInnis, BARC to discuss SFPL's participation in reference referral; San Francisco.
June 13:	Meeting with Ursula Meyer, Nan Vaaler, and Yolanda Cuesta: Stockton.
June 16:	Conference call with Select Committee.
June 18:	Meeting of the Select Committee and Gary Strong; Sacramento.
June 20:	Conference call with members of the Select Committee to discuss June 18 meeting (Ursula Meyer, Nan Vaaler, and Linda Wood).

June 23: Meeting with John Frantz, Director of San Francisco Public Library, Anne Kincaid, Coordinator Adult Services, and Faun McInnis, BARC Director; San Francisco.

June 30: Study concludes. Final report delivered to Gary Strong, California State Library.

KEY MATERIALS:

- o Decision Tree and Path of a Reference Question for the Claremont meeting.
- o Full Minutes from the Select Committee meeting at Claremont.
- o Material for conference call to Ad Hoc Reference Committee.
- o Working paper first draft.
- o Working paper, edited version 1 for Carlsbad.
- o Working paper, edited version 2 after Carlsbad.
- o Working paper, edited version 3 after Oakland, SF, Orange, and Santa Monica meetings.
- o Working paper, edited version 4 after Saratoga and Sacramento meetings.
- o Draft recommendations and edited versions, based on conference calls with the Select Committee and the meeting with Gary Strong, June 18.
- o Draft and final versions of the following questionnaires:

  - Host and Potential Host Survey in two sections:

    Part I: Host Public Library Resources

    Part II: Contributions by Host Libraries to Reference Centers 1984-5

  - Reference Centers/BARC/SCAN Survey in three sections

    Part I: Current Reference Center/BARC/SCAN Staff Profile

    Part II: Reference Center/BARC/SCAN 1984-5 Expenditures

    Part III: Additional Data from Reference Center/BARC/SCAN

- Create tables to present data collected.
- Produce final report.

Appendix 6:

Selected Press Coverage of the Study

February 1986

THIRD LEVEL REFERENCE STUDY CONSULTANT NAMED

The California State Library has awarded a contract to Barbara M. Robinson to conduct a study of "third level" reference. Ms. Robinson, who holds an MLS from Simmons School of Library and Information Science, has been in the library field for nearly fifteen years and is an independent consultant based in Berkeley, California.

Ms. Robinson will work closely with system level reference staffs, the Select Committee on Third Level Reference, the State Library, and other groups and organizations that have a major stake in the outcome of the study. The study will be largely process driven. Ms. Robinson, together with the Select Committee and the California State Library will identify possible options that will resolve the question: Should California libraries continue to offer "third level" reference hereafter referred to as "super reference"? If so, what will it cost to offer this level of service? What organizations or organizational structure will accommodate the delivery of this service and at what costs? And finally, who will pay?

Ms. Robinson will lead a series of focus group sessions which will involve the directors of BARC and SCAN; the directors of the San Francisco Public Library and the Los Angeles Public Library; and other librarians who are either consumers or deliverers of "super reference", such as the system reference coordinators from the public library systems, and members of the new committee on third level reference, formed by the Council of the Congress of Public Library Systems. The final report will be completed by the end of June 1986. Ms. Robinson plans to keep the library community in California informed of the progress on the study.

Ms. Robinson brings a range of relevant experience to this study. She has worked as a reference librarian in both public and special libraries. As Director of the Metropolitan Washington Library Council in Washington, D.C., she operated an organization for 250 libraries, drawn from Maryland, Virginia, and the District of Columbia. A portion of the Library Council's annual operating budget was dependent upon LSCA Title III funds.

Ms. Robinson gained considerable experience in conducting and managing research studies while working at the Library Council, and consulting to the San Francisco Foundation; the National Science Foundation; the Information Institute; Machlup Information Research; the Development Advisory Service, Harvard University; the Woodrow Wilson School, Princeton University; and recently to several small businesses in the Bay area. She was a Senior Consultant in the San Francisco office of Peat, Marwick, Mitchell and Company, where she specialized in management consulting to libraries.

Library Construction and Renovation Bond Act of 1986

The provisions of former SB 1220, which failed assembly passage last month, have been amended into SB 2493, and the authorship of the bill has been changed from Senator Gary Hart to Senator Barry Keene. The Act would go on the November ballot, and as of April 16, would be funded in the amount of $150 million. The bill is scheduled for hearing before the Senate Education Committee on April 30.

CLA LEGISLATIVE DAY - MAY 14

The CLA will sponsor its fifth annual legislative day in Sacramento on May 14. Senator Barry Keene, author of SB 1220 will be the keynote speaker. SB 1220 would have placed a proposition on the June ballot to provide bond funds for construction of public libraries. The measure was defeated in the Assembly in March.

Attendees at Legislative Day will be briefed on issues relating to California's library programs, and will visit their legislators. For more information, please contact the CLA Office at 717 K Street, #300, Sacramento, CA 95814-3477 or phone at (916) 447-8541.

SUPER REFERENCE STUDY PROGRESS REPORT

The Third-Level Reference Study, having taken on a new name, is progressing on schedule. At the suggestion of Barbara Robinson, the Study Consultant, "Super Reference" is being used as a working label to replace the term "Third-Level Reference," in order to avoid the implication of structure.

The Select Committee, consisting of Cliff Lange, Ursula Meyer, Holly Millard, Nan Vaalar, and Linda Wood, has met four times to provide advice and recommendations on the overall study design, selection of the study consultant, direction and content of the study, and progress review.

The Study Consultant, Barbara Robinson, has met with a number of individuals and groups from the Library Community and has scheduled a series of seven regional meetings with field groups through April. These field group meetings will include representatives from the California Library Services Board (CLSB), System Congress Committee on reference, library directors, reference librarians, trustees, representatives of BARC and SCAN, the directors of Los Angeles Public Library and San Francisco Public Library, and others recommended by the Select Committee.

These field group meetings will be limited to between 10 and 15 participants each. The first meeting was held on March 27, at Carlsbad. The remaining meetings will be in April as follows: (4/9) Oakland PL, (4/11) San Francisco PL, (4/15) Orange Co. PL, (4/16) Santa Monica PL, (4/22) Saratoga Community Library and, (4/23) California State Library.

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Message from the CLA President

PROGRESS REPORT ON THE REFERENCE REFERRAL STUDY

I know that many of you are interested in the work that is being conducted under contract with the California State Library by Barbara M. Robinson, consultant. As one of the members of the Select Committee who is advising the State Library on this study, I want to highlight some of the accomplishments to date.

At the outset of the study in early February 1986, Barbara met promptly with the staff of the State Library and the Select Committee (Clifford Lange, Director, Carlsbad City Public Library; Ursula Meyer, Stockton-San Joaquin County Public Library; Holly Millard, Metropolitan Cooperative Library System; Nan Vasler, Napa City-County Public Library; and Linda Wood, Riverside City and County Public Library).

The Select Committee and the staff at the State Library have named three reference experts to serve in an ad hoc capacity as technical reference advisors. They are Pat Flowers, University of California, Riverside; Debra Miller, Associate County Librarian, San Diego County Public Library; and Virginia Short, University of California, Davis. All three have worked in system reference centers in the past. Barbara has met with them once in San Diego to discuss the study's data requirements and is including them in the review of all study materials. We are using Ontyme to communicate with one another, as well as the telephone and conventional mail. (Barbara's Ontyme ID is CSL/SUPREF, if you wish to contact her).

Others with whom Barbara has met with to gather information, include: Evelyn Greenwald, the Director of SCAN; Faun McInnis, the Director of BARC; John Frantz, the Director of the San Francisco Public Library (Host to BARC); and Wyman Jones, Director of the Los Angeles Public Library (Host to SCAN). She has either met with, or talked to, a number of system reference center coordinators and system directors. Barbara has also met with individuals at UCLA, U.C. Berkeley, and the library of the California State Library, in order to discuss their role in the reference referral process.

On the strength of these conversations, Barbara recommended to the Select Committee and to the State Library that the scope of the study be expanded to include an assessment of the seventeen reference centers, as well as BARC and SCAN. In her perception, limiting the study to an analysis of the role of BARC and SCAN in reference referral would result in only a partial understanding of the reference referral process. Reference referral is the referring of a user's question from one library to one or more other libraries/resources with the assumption that expert staff will be available to answer the question through the mediated use of the collection. We agreed with Barbara's recommendation and accepted her restatement of the study mission to read, as follows:

"Determine which reference referral functions, such as those services that have been performed by BARC and SCAN (with LSCA subsidy) in the past, California public libraries are willing to support using state and local funds."

The process which Barbara has developed for the study was designed to involve professional librarians in the state who either receive, or deliver, reference referral service. In April, Barbara lead focus group discussions in seven locations around the state: Carlsbad, Oakland, San Francisco, Orange, Santa Monica, Saratoga, and Sacramento). Participants were introduced to a new vocabulary for discussing reference service and to a conceptual framework which has been developed during the course of the study. Reference has been defined as having four functions: (1) question answering (which depends on reference and general collections and reference staff expertise); (2) education and training of reference staff; (3) developing specialized resources, such as finding tools and collection development; and (4) quality control.

They have been grappling with the following question:

Does the public library community want to ensure that patrons across the state have access to a specified quality of reference service regardless of variations in local reference resources? If so, to what degree and how will the service be funded?

There will be two regional meetings in May to which those who participated in the April meetings are invited. The agenda for May meetings is to discuss short-term and long-term alternatives for delivering reference services. Barbara plans to provide participants with data on the unit cost of reference service as it is delivered by each of the 17 reference centers and by BARC and by SCAN. A questionnaire was mailed to each of these service providers, asking for this and other information. At the same time, a questionnaire was also mailed to the "hosts" of each of the 19 reference service providers, plus a number of large public libraries in the state who may have important reference resources, but do not serve as "hosts."

Barbara's final report summarizing the group discussions and making recommendations on short-term and long-term alternatives for delivering reference is due to the State Library in June 1986. The State will be sending a copy to every public library in the state and to others who are interested in receiving a copy.

HOLLY MILLARD
CLA President

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Californians debate phase out of BARC and SCAN

State Library targets referral services for 1986 demise
Library directors oppose plan at CLA conference

California State Librarian Gary Strong's requirement that the directors of the San Francisco and Los Angeles public libraries (John Frantz and Wyman Jones) develop "a contingency plan for phase out" of the Bay Area Reference Center (BARC) and the Southern California Answering Network (SCAN) has drawn strong, but not unanimous, opposition from librarians and library directors throughout California. Strong issued the requirement as part of his August decision to grant each of the reference referral centers about $400,000 (a total of $825,000) in federal LSCA funds for their fiscal 1985-86 operation. Strong's decision was based on a report by State Library staffer Jim Henson, which questioned the cost-effectiveness of the two centers.

BARC and SCAN are known as "third level" reference centers, meaning that when local libraries can't find answers to reference questions, they are referred to the "second level" (usually one of the state's library systems), and questions not answered there go up to the third level. In the year studied by Henson (FY 1983-84), BARC and SCAN provided 4,031 of the 5,610 answers found at the "third level." Other third-level sources receive no funding for this activity. BARC and SCAN have been funded from LSCA for 15 years.

According to the Henson report, ten of California's 15 systems function well enough to answer the 90 percent of their reference questions required by the regulations developed from the California State Library Act (CLSA), leaving five of the systems as the major users of BARC/SCAN. Statewide, 82 percent of the reference questions were answered without the help of the centers.

Hogwash and peanuts

In what became known as "the hogwash and peanuts letter," San Francisco Public Library Director John C. Frantz called the Henson report "hogwash" and the total annual budget of BARC (which is located at SFPL) "peanuts." Frantz said the Henson report could not be the basis for "a sound policy decision," that third-level reference service is "by definition, expensive," and that new technology may permit "radical decentralization of these activities, but not yet."

"BARC has created a constituency and a demand for its services," Frantz asserted, adding that without it, "The rich resources of SFPL and other large Bay Area institutions would, in practical effect, become unavailable to 9.2 million northern Californians, 98 public libraries and 195 special libraries." Saying that "this is not a vested interest writing," Frantz said, "SFPL is only an incidental beneficiary of BARC. We are serving, not being served by BARC . . . ."

The State Library received "strong expressions of support for BARC/SCAN" from 176 librarians, while only four supported the recommendations of the Henson report. Many, like the eight public libraries and library systems that comprise the Peninsula Library System located in Belmont, pointed out that more time is needed to decide the fate of BARC/SCAN, that the Henson report overlooks other services the two centers provide (publications, training, etc.) and that a qualitative study is needed to augment the single quantitative study of BARC/SCAN.

In September the union representing all librarians at the Los Angeles Public Library (The Librarian's Guild, Local 2626, American Federation of State, County, and Municipal Employees) expressed its "deep concern" with the Henson report. The union letter asserted that SCAN's LSCA funding was "very appropriate," that alternative funding was unavailable, that the decision would have a negative impact on networking in California, that the "con-

Chicago, Chicago . . .

"The true solution of New York's difficulties would be a public library, were it possible to get one, and when got to keep it out of 'politics.' Chicago is more fortunate; she has her public library. Mr. Poole has lately declared that he has no fears that it will ever suffer from political entanglements; and its great need now—a building for its library—seems likely to be furnished . . ."—Charles A. Cutter, Editorial, *LJ*, June 1881, p. 180.

"What we're dealing with here is a generation of neglect, political indifference, and political interference."—Lerone Bennett Jr., member of the Board of Trustees of the Chicago Public Library, quoted in the *New York Times*, December 4, 1985, p. A20.

"CHICAGO, Dec. 3—On the top three floors of an old downtown warehouse . . . is this city's central library . . . . For ten years the library has been 'temporarily' housed here . . . ."—E. R. Shipp, "Politics, Lost Books, and Budget Woes Vexing Chicago Library," *New York Times*, December 4, 1985, p. A20.

"If we all live long enough, that's going to be a damn good library."—Cindy Pritzker, member of the Board of Trustees of the Chicago Public Library, quoted in the *New York Times*, December 4, 1985, p. A20.

centrated subject expertise" of BARC/SCAN would be lost, and that small businesses and the general public cannot afford to pay for private information brokers. The union also felt a decision to kill SCAN would adversely affect "the working conditions of members . . . making it impossible to deliver the high level of reference service" they have offered for 15 years.

Healthy debate

At the California Library Association Conference in Oakland in November, *LJ* discussed the BARC/SCAN, third-level reference service controversy with dozens of directors and reference librarians. Generally, directors seemed strongest in their support of BARC/SCAN, but some felt that other ways to provide the service should be investigated along with other sources of funding. Reference librarians also supported the two centers, but most seemed to feel that the debate was healthy, and that it might result in better reference service in California as well as a reallocation of both federal and state funds devoted to statewide reference service. Many thought the debate might hasten the application of technology to the reference problem, and even result in the development of improved information networking.

The State Library has set up a five-member committee to develop a study to resolve all the issues surrounding the BARC/SCAN decision. Thus, it seems clear that while Strong may not reverse the decision to phase out the two centers, it will be delayed, at least until the study is completed, and possibly call a new round of meetings and conferences on BARC/SCAN throughout the state.

Government info policies criticized at ARL meeting

The latest OMB (Office of Management and Budget) circular #A-130—and the whole topic of access to government information—was discussed at the 107th ARL Membership Meeting (October 23-24) in Washington, D.C. on "The Restrictive Effects of Government Information Policies on Scholarship and Research." The circular drew barbed comment from speakers representing academe and the press, and a mild response from OMB.

John Shattuck, vice president for government, community, and public affairs at Harvard, urged action to protect against the threats to access to government information, citing the effects of budget cuts, national security concerns, and government abrogation of its role as service provider.

Restriction of the flow of information, he warned, hurts the processes of discovery, invention, and free enterprise itself: "There is no issue more important or compelling for the government to consider in the mid-1980s."

Timothy Sprehe, OMB's senior policy analyst, spoke in a conciliatory tone on the document that is at the center of the debate, the March 15 Draft Circular.

He told the group (mostly librarians and academicians) that librarians and academicians were responsible for the greatest number of responses out of the 300 letters the office has received about the circular. On the much urged revision of the circular, Sprehe remarked that it will be much more "positive" because the OMB has accepted much of the criticism as "valid."

Most negative comment on the circular was about the "essential to mission" criterion for any government publication and the requirement that an agency provide advance notice and justification of new information services or products.

There was also much adverse comment, he said, on the OMB distinction between access (passive) and dissemination (active) and the resulting question of how the public will know what government information is accessible.

The draft final version, he said, will appear in the *Federal Register*, but may not get another round of public comment, since it has already been through two, and has been in preparation for two years.

Under the heading "Views from Users," Scott Armstrong of the *Washington Post* and Anna Nelson, associate professor of history at George Washington University, wrapped up the session with their personal and professional views on the situation. Armstrong, who has filed over 1000 Freedom of Information Act requests, spoke about Watergate and questions about adequacy of reporting. He said that the ability to cover government information is on the decline and there is an inability to provide the type of information the public has come to expect.

Nelson made a strong speech against the OMB circular and what the new policies are doing to research in this country. She spoke out against the reclassification of documents and how "current information policy always influences what we know about the past," as well as what we will know about the future. Government and industry have separated information from yesterday's record and tomorrow's archive, according to Nelson, and she urged that task forces be interested in primary source material, rather than secondary.

OCLC to set standards for network performance

The regional networks, report Laima Mockus (NELINET) and Kathy Schneider (WILS), have agreed with OCLC that "quantifiable performance standards" should be developed and applied to all existing and future networks and OCLC should develop them.

The agreement now reported was reached on September 11 in Dallas at a meeting attended by representatives of the regional networks and OCLC.

According to Schneider and Mockus, the new agreement signals a welcome return to friendly and cooperative discussion, motivated by mutual concern for the development and protection of the OCLC database—something which has suffered during the long and often acrimonious contract talks.

Digital Equipment Corp. markets NTIS on disc

The U.S. Department of Commerce says that DEC will market abstracts of reports in the NTIS (National Technical Information Service) system. The discs will contain abstracts "in the areas of computers, communications and electronics, and environmental health and safety."

An $1150 annual subscription delivers a quarterly updated CD/ROM compact disc, which can be accessed either by DEC's VAX computers or MS-DOS based microcomputers. The NTIS/DEC arrangement is nonexclusive; discs on additional subject areas will be released "within the next several months."

Sanctuary Movement at Tucson Public

One of the thornier issues of the day involves the Sanctuary Movement, which has both individual citizens and church groups helping illegal aliens on the run from right-wing Central American governments. It has also placed Sanctuary people, regardless of their motives, in jeopardy from their own government.

In the first such library involvement reported, the Tucson Public Library scheduled a meeting on November 8 at its El Rio Library to talk about the Sanctuary Movement.

On the agenda were speeches by a University of Arizona professor, a lawyer and Presbyterian church member, an El Salvador refugee, and a retired minister. The League of Women Voters was moderator of this Public Issues Program.

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